

INFORMATION REPORT TO THE AUDIT COMMITTEE**28th January 2011****TITLE: CYPS DIRECTORATE RISK REGISTER**

Report author: Rodger Fowler, Snr. Performance and Planning Officer

1. PURPOSE:

- 1.1. To brief the Audit Commission on the review and update of the CYPS Directorate Risk Register.

2. RECOMMENDATIONS:

- 2.1. To note the amendments to the register.

3. BACKGROUND:

- 3.1. A Directorate level risk register exists for each Directorate and these are reported on to the Audit Committee annually.
- 3.2. The report on the CYPS risk register was due to be submitted to the Audit Committee in November.
- 3.3. The transfer of the register to SPAR.net, during the autumn, however, meant that it was not possible to meet the reporting deadlines. It was agreed with Internal Audit that the report should be submitted to the Audit Committee's January meeting.
- 3.4. A brief report, highlighting the main changes to the register, was submitted to the committee for their November meeting as a holding report.

4. CONTENT:

- 4.1. There are currently eighteen key risks on the Directorate risk register (plus two corporate risks on the Corporate Risk Register).
- 4.2. All eighteen risks were reviewed by the risk owners during November and the status and mitigations updated accordingly.
- 4.3. Six risks remain "red" –
 - Significant revenue budget overspend
 - Support to Children in Need
 - Failure to meet Corporate requirement for EQ5 standard
 - Failure to acknowledge and address community cohesion and the challenges raised by the growing diversity within schools
 - Serious, Systemic health and safety failure, leading to prosecution
 - Failure to react to emergency situations, which could lead to a service (business) continuity failure

- 4.4. With respect to one former risk (No. 26) – “Transfer of LSC responsibilities and funding for 16-19 learning to LA from April 2010” – the transfer of responsibility has successfully been completed, and the former risk is now superseded by the new risk (No. 31) for further developing the function.
- 4.5. A further new risk is the risk (No. 31) - “Directorate unable to meet its financial obligations leading to breach of contract” which has been added to the register.
- 4.6. A copy of the SPAR.net risk register is attached at Appendix 1, together with a header summary detailing the significant changes made to the register since it was last fully reported to the Audit Committee in November 2009.

APPENDIX 1

2010/11 - QUARTER 2 RISK REPORT

CYPS DIRECTORATE RISK REGISTER

	No.	Day	Month	Year
VERSION	14	28th	Jan	2011

VERSION CONTROL HISTORY					
Version No.	Reviewed By:	Review Date	Version No.	Reviewed By:	Review Date
1	Audit Committee	3 rd November 2006	9	CYPS Directorate Executive Member	20 th May 2009 28 th May 2009
2	Audit Committee	16 th November 2007	10	CYPS Directorate Executive Member	26 th August 2009 8 th September
3	CYPS Directorate	9 th July 2008	11	CYPS Directorate Executive Member Audit Committee	28 th October 2009 4 th November 2009 13 th November 2009
4	CYPS directorate	22 nd October 2008	12	CYPS Performance Focus Mtg Executive Member	23 rd February 2010 4 th March 2010
5	Executive member	6 th November 2008	13	CYPS Performance Focus Mtg Executive Member	7 th July 2010 19 th July 2010
6	Audit Committee	14 th November 2008	Transfer of register to computerised SPAR.net system:		
7	CYPS Directorate	18 th February 2009	14	CYPS DLT Executive Member Audit Committee	24 th November 2010 6 th December 2010 28 th January 2011
8	Executive Member	19 th March 2009			

SIGNIFICANT CHANGES

Mitigations previously reported may no longer be contained in the body of this report if no longer relevant to controlling the risk (although remain in the SPAR.net database).

Main variations to the risk register since the previous submission to the 13th Nov 2009 Audit Committee Meeting (Version 11) are as follows:

Risk No.	RISK	Current Risk Ranking	VARIATION TO RISK			
			Previous Risk Ranking	Direction of travel	(inc. new/deleted risk, additional information)	
			Current Status	Previous Status		
CY 001	Significant revenue budget overspend for the Directorate	1	1	9	9	Although most actions being taken are on schedule but the tightness of the budget, and uncertainties around government funding, means that this remains a high risk area
CRR 16	Children in need - failure to meet corporate responsibilities to protect children in need			6		THIS IS A CORPORATE RISK Actions are either on schedule, or completed, and CYPS was graded as "good" in a recent OfSTED inspection. However, the continuing sensitivities nationally around the area of safeguarding means that this remains a high risk.
CY 004	Resilience, health and wellbeing	2	15	6	2	A number of actions have fallen behind schedule. The risk owner is taking action to get the training

Risk No.	RISK	Current Risk Ranking	VARIATION TO RISK			
			Previous Risk Ranking	Direction of travel	(inc. new/deleted risk, additional information)	
				Current Status	Previous Status	
						of managers in H&S policies, and procedures and the communication of H&S policies to schools, back on track. Course content has been agreed and training of managers will be completed by 31/3/11.
CY 016	Support to children in need - death of a child "looked after" or subject to a child protection order	3	6	6	6	
CY 022	Local Gov Equality Standard 5	4	5	6	4	Delays to the CYPs Change Programme has had a direct impact on the action to implement the Community Cohesion Performance Framework across the Directorate
CY 024	Response to emergency situations and mitigation of business risks	5	10	6	4	A number of actions have fallen behind schedule. The risk owner is taking action to get back on track e.g. sign off of critical plans, which will then enable action to be taken to train and test as necessary. This will help address the recommendations in the internal audit Business Continuity report and the issue of Directorate policy, procedures and guidance – targeted for Spring 2011. Schools closure protocol will be in place by December 2010.
CY 028	Community cohesion	6	3	6	6	Actions are currently on schedule but until completed this remains a high risk in terms of potential impact
CRR 10	Educational attainment			4		THIS IS A CORPORATE RISK
CY 031	Transfer of LSC responsibilities	7	N/A	4	N/A	NEW RISK
CY 002	Educational attainment	8	13	4	4	Action relating to National Challenge Plan deleted as not continuing under present administration
CY 010	Partnership Development	9	14	4	4	
CY 020	Delivery of the capital programme	10	8	4	4	Slippage on 3 BSF projects has occurred due to ANCs being issued without approval of additional budget. Tighter controls to be implemented
CY 025	Percentage of young people not in education, employment or training	11	4	4	4	Action relating to Future Jobs Fund Programme deleted as it is not continuing under the current administration.
CY 029	Extension of new Primary Education facility	12	12	4	4	
CY 030	Contractual obligations	13	N/A	3	N/A	NEW RISK:- Directorate unable to meet its financial obligations leading to breach of contract.
CY 011	Serious fraud	14	16	2	2	Two actions deleted as both are now responsibility of Corporate internal audit and included in Corporate Services risk register

Risk No.	RISK	Current Risk Ranking	VARIATION TO RISK			
			Previous Risk Ranking	Direction of travel		(inc. new/deleted risk, additional information)
				Current Status	Previous Status	
CY 017	Support to children looked after	15	17	2	2	No change.
CY 027	School admission arrangements	16	11	2	4	
CY 015	Risks relating to key projects	17	9	2	4	Slippage on some financial targets, without prior financial authorisation, identified. Tighter controls to be implemented
CY 023	Business Transformation within CYPS	18	6	1	4	

CYPS - ALL RISKS (CRR and DRR)

Report for 2010-2011

Filtered by Prefix: Include Risk Prefix: CRR, DRR - CY

For Children and Young People Services

Not Including Child Projects records, Including Mitigation records

Key to Performance Status:

Mitigation

Well behind schedule	Behind schedule	On schedule	Completed	No Data available
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Risks:

Review Overdue (0+)	High (6+)	Medium (3+)	Low (1+)
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CYPS - ALL RISKS (CRR and DRR)

Risk: Significant revenue budget overspend for the Directorate Managing overspend Risk Code: DRR - CY001

Inherent Status: High (9) Inherent Risk Severity: High Inherent Risk Likelihood: High

Date Identified: 01 Sep 2010 Service: Corporate Indicators - CYPS

Mitigation records					
Mitigation Status	Mitigation	Info	Person	Date Identified	Last Review Date
On schedule	Ensure DLT and Executive member receive updated protocols	Required to authorise and monitor spend of specific grants	Geraldine Mead	01/09/2010	11/11/2010
On schedule	Ensure outcomes based commissioning of internal and external services is achieved		Claudia McConnell	01/09/2010	11/11/2010
On schedule	Ensure that resources & priorities are regular item on the monthly DLT agenda		Annie Hudson	01/09/2010	11/11/2010
Completed	Ensure that the MTFP is linked to service delivery plans	All service deliver plans were signed off by the finance manager in March 2010	Geraldine Mead	01/09/2010	11/11/2010
Behind schedule	Focus on achieving 'Value For Money', as a priority		Lucia Dorrington	01/09/2010	11/11/2010

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CYPS - ALL RISKS (CRR and DRR)

Risk: Significant revenue budget overspend for the Directorate Managing overspend					Risk Code: DRR - CY001	
Inherent Status: High (9)		Inherent Risk Severity: High			Inherent Risk Likelihood: High	
Date Identified: 01 Sep 2010					Service: Corporate Indicators - CYPS	
Mitigation records						
Mitigation Status	Mitigation	Info	Person	Date Identified	Last Review Date	
On schedule	In year monitoring of budget against actual income & expenditure		Geraldine Mead	01/09/2010	11/11/2010	
On schedule	Inform budget holders of link between budget and performance	To raise awareness between costs & services	Helen Adams	01/09/2010	11/11/2010	
On schedule	Mid-year policy practice/changes to create offsetting savings		Annie Hudson	01/09/2010	11/11/2010	
On schedule	Scrutinise new legislation and professional journals	To raise awareness and keep up to date with funding sources available	Geraldine Mead	01/09/2010	11/11/2010	
On schedule	Submit regular report to budget holders with agreed actions on how to respond to forecast overspend	The reports are submitted monthly	Geraldine Mead	01/09/2010	11/11/2010	
Current Status: High (9)		Previous Status: High (9)			Current Risk Severity: High	
Risk Champion: Craig Bolt				Risk Owner: Annie Hudson		
Review Note:						

Risk: Children in need Failure to meet corporate responsibilities to protect children in need.					Risk Code: CRR016	
Inherent Status: High (9)		Inherent Risk Severity: High			Inherent Risk Likelihood: High	
Date Identified: 01 Apr 2009					Service: Safeguarding & Specialist Services	
Mitigation records						
Mitigation Status	Mitigation	Info	Person	Date Identified	Last Review Date	
On schedule	Complete CRB checks for relevant staff		Ian McDowall	22/01/2010	16/11/2010	
On schedule	Ensure investment in targeted services is maintained		Ian McDowall	01/09/2010	16/11/2010	
On schedule	Implement actions from OfSTED inspections	Full Ofsted inspection of safeguarding and looked after childrens services graded Bristol as 'good' on all 4 key judgements - positive outcome	Ian McDowall	22/01/2010	16/11/2010	

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CYPS - ALL RISKS (CRR and DRR)**Risk: Children in need** Failure to meet corporate responsibilities to protect children in need. **Risk Code: CRR016****Inherent Status: High (9)** **Inherent Risk Severity: High** **Inherent Risk Likelihood: High****Date Identified: 01 Apr 2009** **Service: Safeguarding & Specialist Services**

Mitigation records					
Mitigation Status	Mitigation	Info	Person	Date Identified	Last Review Date
		compared to similar authorities. Action plan developed in response to the Ofsted Areas for Improvement and is progressing well			
On schedule	Implement practice improvement project		Ian McDowall	22/01/2010	16/11/2010
On schedule	Implement recommendations from safeguarding review	Incorporated in BSCB Buisness Plan	Ian McDowall	22/01/2010	16/11/2010
Completed	Implement revised arrangements for CRB checks	This applies to Social Workers & other relevant staff; in light of the actions arising from the inquiries into the Soham murders.	Ian McDowall	22/01/2010	16/11/2010
On schedule	Integrate Family Support Services programme	Services include adoption, fostering etc..All brought together into one service	Annie Hudson	22/01/2010	16/11/2010
Completed	Produce action plan for BSCB Children's Partership Board in Septemebr and October		Ian McDowall	01/09/2010	16/11/2010
On schedule	Produce and implement co-ordinated local action plan	To address Laming 2 recommendations and Government response - in place	Ian McDowall	01/04/2009	16/11/2010
Completed	Put in place Information Sharing Protocols and 'working together' initiatives		Ian McDowall	22/01/2010	16/11/2010
On schedule	Put in place stringent policies & procedures for the recruitment and retention of staff	Ensure safeguarding protocols are adhered to in order to attract high quality child protection staff	Ian McDowall	22/01/2010	16/11/2010
On schedule	Review and update child protection procedures regularly to ensure compliance	The recent full OfSTED inspection of Safeguarding and Looked after Children Services, graded Bristol as "good" on all four key judgements. This represents a very positive outcome for the service and compares well to similar authorities.	Ian McDowall	01/10/2009	16/11/2010
Completed	Review of the risk	Subsequent to the case in Haringey and ministerial directives, this risk is subject to a full review, as is the case in all local authorities- completed.	Ian McDowall	01/04/2009	16/11/2010

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CYPS - ALL RISKS (CRR and DRR)

Risk: Children in need Failure to meet corporate responsibilities to protect children in need.					Risk Code: CRR016	
Inherent Status: High (9)		Inherent Risk Severity: High		Inherent Risk Likelihood: High		
Date Identified: 01 Apr 2009				Service: Safeguarding & Specialist Services		
Mitigation records						
Mitigation Status	Mitigation	Info		Person	Date Identified	Last Review Date
On schedule	Staff trained and supervised			Annie Hudson	01/04/2009	16/11/2010
On schedule	Train staff to ensure that required standards are achieved & maintained	The training will include inter-agency child protection issues		Ian McDowall	01/10/2009	16/11/2010
Current Status: High (6)		Previous Status: High (6)		Current Risk Severity: High		Current Risk Likelihood: Medium
Risk Champion: Craig Bolt				Risk Owner: Annie Hudson		
Review Note:						

Risk: Resilience, health and wellbeing Serious health and safety, or site safeguarding issues, leading to prosecution or special measures					Risk Code: DRR - CY004	
Inherent Status: Low (2)		Inherent Risk Severity: Medium		Inherent Risk Likelihood: Low		
Date Identified: 01 Sep 2010				Service: Education Strategy & Targeted Services		
Mitigation records						
Mitigation Status	Mitigation	Info		Person	Date Identified	Last Review Date
Behind schedule	Ensure H&S policies and procedures are communicated to education establishments and across CYPS	Delayed due to reactive work and staffing issues impact		Bill Crocker	01/09/2010	23/11/2010
On schedule	Make Headteachers and school governors aware of safeguarding issues.	Encourage attendance at training courses		Bill Crocker	23/11/2010	23/11/2010
Behind schedule	Review and update risk assessments.	Assess high risk areas and ensure specific training is targeted to these issues (e.g. fire, manual handling, violence and aggression, DSE etc).		Bill Crocker	23/11/2010	23/11/2010
		Annual fire update underway but some areas still outstanding due to staffing issues				

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CYPS - ALL RISKS (CRR and DRR)

Risk: Resilience, health and wellbeing Serious health and safety, or site safeguarding issues, leading to prosecution or special measures					Risk Code: DRR - CY004	
Inherent Status: Low (2)		Inherent Risk Severity: Medium		Inherent Risk Likelihood: Low		
Date Identified: 01 Sep 2010				Service: Education Strategy & Targeted Services		
Mitigation records						
Mitigation Status	Mitigation	Info	Person	Date Identified	Last Review Date	
Completed	Review progress on Trade Union consultation at end of 2010		Bill Crocker	01/09/2010	23/11/2010	
Behind schedule	Submit quarterly reports to DLT on system compliance via monitoring and auditing requirements	Having particular regard to impact of multiple change on wellbeing. Programmed into DLT meeting agendas	Bill Crocker	01/09/2010	23/11/2010	
Behind schedule	Train managers in H&S policies and procedures and take remedial action for non-attenders	Directorate has high proportion of managers who have done day 2. Data is being confirmed and training content agreed. Remedy by 31/3/11	Bill Crocker	01/09/2010	23/11/2010	
Current Status: High (6)		Previous Status: Low (2)		Current Risk Severity: High		Current Risk Likelihood: Medium
Risk Champion: Craig Bolt			Risk Owner: Bill Crocker			
Review Note:						

Risk: Support to Children in Need Death of a child "looked after" or subject to a child protection plan					Risk Code: DRR - CY016	
Inherent Status: High (9)		Inherent Risk Severity: High		Inherent Risk Likelihood: High		
Date Identified: 01 Sep 2010				Service: Safeguarding & Specialist Services		
Mitigation records						
Mitigation Status	Mitigation	Info	Person	Date Identified	Last Review Date	
On schedule	Complete CRB checks for relevant staff		Ian McDowall	01/09/2010	16/11/2010	
On schedule	Ensure investment in targeted services is maintained		Ian McDowall	01/09/2010	16/11/2010	
On schedule	Implement actions from OfSTED inspections	Full OfSTED inspection of Safeguarding and Looked After Children's services graded Bristol as "good" on all 4 key judgements - positive outcome compared to similar authorities. Action plan developed in response to the	Ian McDowall	01/09/2010	16/11/2010	

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CYPS - ALL RISKS (CRR and DRR)**Risk: Support to Children in Need** Death of a child "looked after" or subject to a child protection plan**Risk Code: DRR - CY016****Inherent Status: High (9)****Inherent Risk Severity: High****Inherent Risk Likelihood: High****Date Identified: 01 Sep 2010****Service: Safeguarding & Specialist Services****Mitigation records**

Mitigation Status	Mitigation	Info	Person	Date Identified	Last Review Date
		OfSTED areas for improvement and is progressing well			
On schedule	Implement Practice Improvement project		Ian McDowall	01/09/2010	16/11/2010
On schedule	Implement recommendations from safeguarding review	Incorporated in BSCB business plan	Ian McDowall	01/09/2010	16/11/2010
Completed	Implement revised arrangements for CRB checks	This applies to Social Workers and other relevant staff, in light of the actions arising from the inquiries into the Soham murders	Ian McDowall	01/09/2010	16/11/2010
On schedule	Integrate Family Support Services programme	Services include adoption, fostering etc. All brought together into one service	Ian McDowall	01/09/2010	16/11/2010
Completed	Produce action plan for BSCB Children's Partnership Board in September and October		Ian McDowall	01/09/2010	16/11/2010
On schedule	Produce and implement co-ordinated local action plan	To address Laming 2 recommendations and Government response. Plan in place	Ian McDowall	01/09/2010	16/11/2010
Completed	Put in place information sharing protocols and "working together" initiatives		Ian McDowall	01/09/2010	16/11/2010
On schedule	Put in place stringent policies & procedures for the recruitment and retention of staff	Ensure safeguarding protocols are adhered to in order to attract high quality child protection staff	Ian McDowall	01/09/2010	16/11/2010
Completed	Recruit independent Chair for BSCB	New chairman in place	Ian McDowall	01/09/2010	16/11/2010
On schedule	Review and update child protection procedures regularly to ensure compliance	The recent full OfSTED inspection of Safeguarding and Looked After Children Services, graded Bristol as "good" on all four key judgements. This represents a very positive outcome for the service and compares well to similar authorities.	Ian McDowall	01/09/2010	16/11/2010

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CYPS - ALL RISKS (CRR and DRR)

Risk: Support to Children in Need Death of a child "looked after" or subject to a child protection plan					Risk Code: DRR - CY016	
Inherent Status: High (9)		Inherent Risk Severity: High		Inherent Risk Likelihood: High		
Date Identified: 01 Sep 2010				Service: Safeguarding & Specialist Services		
Mitigation records						
Mitigation Status	Mitigation	Info		Person	Date Identified	Last Review Date
Completed	Review the risk	Subsequent to the case in Haringey and ministerial directives, this risk is subject to a full review, as is the case in all local authorities.		Ian McDowall	01/09/2010	16/11/2010
On schedule	Train staff to ensure that required standards are achieved and maintained	The training will include inter-agency child protection issues		Ian McDowall	01/09/2010	16/11/2010
Current Status: High (6)		Previous Status: High (9)		Current Risk Severity: High		Current Risk Likelihood: Medium
Risk Champion: Craig Bolt				Risk Owner: Ian McDowall		
Review Note:						

Risk: Local Government Equality Standard 5 Failure to meet Corporate requirement to achieve the standard					Risk Code: DRR - CY022	
Inherent Status: High (9)		Inherent Risk Severity: High		Inherent Risk Likelihood: High		
Date Identified: 01 Sep 2010				Service: Safeguarding & Specialist Services		
Mitigation records						
Mitigation Status	Mitigation	Info		Person	Date Identified	Last Review Date
On schedule	Ensure Service Managers are aware of the BCC Corporate Single Equalities Scheme			Su Coombes	01/09/2010	07/12/2010
On schedule	Establish baseline data on performance	To inform a CYPS Equalities and Community Cohesion strategy by March 2011		Su Coombes	01/09/2010	07/12/2010
Behind schedule	Implement Community Cohesion Performance Framework across CYPS	This has been delayed due to the current CYPS Change programme		Su Coombes	01/09/2010	07/12/2010
On schedule	Keep in regular contact with central equalities team			Annie Hudson	01/09/2010	07/12/2010
Completed	Scrutinise 2010/11 Service Improvement Plans	To ensure the inclusion of equalities issues and local/national priorities from the BCC Corporate Single Equalities Scheme		Su Coombes	01/09/2010	07/12/2010

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CYPS - ALL RISKS (CRR and DRR)					
Risk: Local Government Equality Standard 5 Failure to meet Corporate requirement to achieve the standard					Risk Code: DRR - CY022
Inherent Status: High (9)		Inherent Risk Severity: High		Inherent Risk Likelihood: High	
Date Identified: 01 Sep 2010				Service: Safeguarding & Specialist Services	
Mitigation records					
Mitigation Status	Mitigation	Info	Person	Date Identified	Last Review Date
On schedule	Use DEG meetings to develop equalities and community cohesion in service areas		Ian McDowall	01/09/2010	07/12/2010
Current Status: High (6)		Previous Status: High (9)		Current Risk Severity: High	
Risk Champion: Craig Bolt			Current Risk Likelihood: Medium		
Risk Owner: Su Coombes, Jane Taylor			Risk Owner: Su Coombes, Jane Taylor		
Review Note:					

Risk: Response to emergency situations and mitigation of business risks Failure to react to situations which could lead to a service (business) continuity failure, and/or adversely impact on Directorate/individual services, resources and reputation					Risk Code: DRR - CY024
Inherent Status: High (6)		Inherent Risk Severity: High		Inherent Risk Likelihood: Medium	
Date Identified: 01 Sep 2010				Service: Education Strategy & Targeted Services	
Mitigation records					
Mitigation Status	Mitigation	Info	Person	Date Identified	Last Review Date
On schedule	Alert appropriate communication group, including Corporate Communications, to incidents	As each case arises	Bill Crocker	01/09/2010	23/11/2010
Behind schedule	Issue Directorate policy, procedure and guidance	Target for Spring Season but all schools closure protocol in December 2010	Bill Crocker	23/11/2010	23/11/2010
Behind schedule	Produce action plan to address recommendations in internal audit Business Continuity report	Critical plans require completion and sign off. Action can then be taken to train and test, including service providers. Directorate continuity plan requires update and sign off	Bill Crocker	01/09/2010	23/11/2010
On schedule	Scrutinise Service (Business) Continuity Plans	To ensure they are sufficiently robust to cover loss of services resulting from Providers going into liquidation	Bill Crocker	01/09/2010	23/11/2010
On schedule	Specific risk preparations to aid resilience	Autumn flu inoculation support achieved. Winter weather communications and resilience underway	Bill Crocker	23/11/2010	23/11/2010

CYPS - ALL RISKS (CRR and DRR)

Risk: Response to emergency situations and mitigation of business risks Failure to react to situations which could lead to a service (business) continuity failure, and/or adversely impact on Directorate/individual services, resources and reputation **Risk Code: DRR - CY024**

Inherent Status: High (6)	Inherent Risk Severity: High	Inherent Risk Likelihood: Medium
Date Identified: 01 Sep 2010		Service: Education Strategy & Targeted Services

Mitigation records					
Mitigation Status	Mitigation	Info	Person	Date Identified	Last Review Date
Behind schedule	Submit quarterly performance management reports to DLT	On going monitoring through the quarterly report card process	Bill Crocker	01/09/2010	23/11/2010
Completed	Train staff in service continuity and business risk	Run refresher courses for Service Managers on critical service plans. Identify vulnerable clients	Bill Crocker	01/09/2010	23/11/2010
Current Status: High (6)	Previous Status: High (6)	Current Risk Severity: High	Current Risk Likelihood: Medium		
Risk Champion: Craig Bolt			Risk Owner: Michael Branaghan, Bill Crocker		
Review Note:					

Risk: Community cohesion Failure to acknowledge community cohesion and the challenges raised by the growing diversity within schools **Risk Code: DRR - CY028**

Inherent Status: High (9)	Inherent Risk Severity: High	Inherent Risk Likelihood: High
Date Identified: 01 Sep 2010		Service: Safeguarding & Specialist Services

Mitigation records					
Mitigation Status	Mitigation	Info	Person	Date Identified	Last Review Date
Completed	Analyse 2010/11 Service Improvement Plans for inclusion of equalities and cohesion issues	All plans to include actions to address equalities and community cohesion issues and national/local priorities from the Bristol City Council Single Equalities Scheme	Su Coombes	01/09/2010	16/11/2010
On schedule	Ensure that ICOCO recommendations are embedded in service planning and delivery		Su Coombes	01/09/2010	16/11/2010
On schedule	Ensure that partner organisations are aware of ICOCO recommendations	To embed in their service planning and delivery	Su Coombes	01/09/2010	16/11/2010
On schedule	Provide support for the transition of duties	Clarify statutory support to be provided to schools and deliver it	Su Coombes	01/09/2010	16/11/2010
Current Status: High (6)	Previous Status: High (9)	Current Risk Severity: High	Current Risk Likelihood: Medium		

CYPS - ALL RISKS (CRR and DRR)

Risk: Community cohesion Failure to acknowledge community cohesion and the challenges raised by the growing diversity within schools			Risk Code: DRR - CY028		
Inherent Status: High (9)		Inherent Risk Severity: High	Inherent Risk Likelihood: High		
Date Identified: 01 Sep 2010			Service: Safeguarding & Specialist Services		
Risk Champion: Craig Bolt		Risk Owner: Su Coombes, Jane Taylor			
Review Note:					

Risk: Educational Attainment Failure to achieve improvement as a result of inadequate challenge and support from the Council.					Risk Code: CRR010	
Inherent Status: High (9)			Inherent Risk Severity: High	Inherent Risk Likelihood: High		
Date Identified: 01 Apr 2009				Service: Learning, Achievement & Schools		
Mitigation records						
Mitigation Status	Mitigation	Info	Person	Date Identified	Last Review Date	
Completed	Commission supplementary school provision to raise BME attainment	Commissioning process conducted and concluded	Nick Batchelar	01/07/2010	06/10/2010	
On schedule	Conduct Primary Review	Phase 2 implementation under way	Annie Hudson	22/01/2010	06/10/2010	
Completed	Deliver National Challenge Trust at Orchard School Bristol		Nick Batchelar	01/10/2009	06/10/2010	
On schedule	Determine schools engagement in Children's Trust	REview of Children's Trust arrangements completed	Annie Hudson	22/01/2010	06/10/2010	
Completed	Develop partnership with National Education Trust	To drive Primary educational improvement - due to end July 2010	Nick Batchelar	01/10/2009	06/10/2010	
On schedule	Implement CYP Plan	World Class Primary Plan submitted to DCSF January 2010	Annie Hudson	01/04/2009	06/10/2010	
Completed	Implement Excellence for All package of work		Annie Hudson	01/04/2009	06/10/2010	
Completed	Implement National Challenge Plan	For selected secondary schools in Bristol	Nick Batchelar	01/10/2009	06/10/2010	
On schedule	Implement outcomes of review of out of school provision	The review has been completed and "Back on Track" strategy published	Nick Batchelar	01/07/2010	06/10/2010	
On	Seek further decline in fixed term exclusion	Data shows continuing decline	Nick	01/04/2009	06/10/2010	

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CYPS - ALL RISKS (CRR and DRR)

Risk: Educational Attainment Failure to achieve improvement as a result of inadequate challenge and support from the Council.					Risk Code: CRR010	
Inherent Status: High (9)		Inherent Risk Severity: High		Inherent Risk Likelihood: High		
Date Identified: 01 Apr 2009				Service: Learning, Achievement & Schools		
Mitigation records						
Mitigation Status	Mitigation	Info	Person	Date Identified	Last Review Date	
schedule			Batchelar			
On schedule	Work in partnership with a range of agencies		Nick Batchelar	01/04/2009	06/10/2010	
Current Status: Medium (4)		Previous Status: Medium (4)		Current Risk Severity: Medium		Current Risk Likelihood: Medium
Risk Champion: Craig Bolt			Risk Owner: Annie Hudson			
Review Note:						

Risk: Transfer of LSC responsibilities Relating to the provision of 16-19					Risk Code: DRR - CY031	
Inherent Status: High (6)		Inherent Risk Severity: High		Inherent Risk Likelihood: Medium		
Date Identified: 01 Sep 2010				Service: Education Strategy & Targeted Services		
Mitigation records						
Mitigation Status	Mitigation	Info	Person	Date Identified	Last Review Date	
On schedule	Develop local statement of intent for post-16 commissioning		Craig Bolt	01/09/2010	16/11/2010	
On schedule	Review shared commissioning service structure		Craig Bolt	01/09/2010	16/11/2010	
Current Status: Medium (4)		Previous Status: High (6)		Current Risk Severity: Medium		Current Risk Likelihood: Medium
Risk Champion: Craig Bolt			Risk Owner: Craig Bolt			
Review Note:						

Risk: Educational attainment in Bristol schools Failure to maintain improvement in educational attainment					Risk Code: DRR - CY002	
Inherent Status: High (9)		Inherent Risk Severity: High		Inherent Risk Likelihood: High		
Date Identified: 01 Sep 2010				Service: Learning, Achievement & Schools		

CYPS - ALL RISKS (CRR and DRR)

Risk: Educational attainment in Bristol schools Failure to maintain improvement in educational attainment **Risk Code: DRR - CY002**

Inherent Status: High (9) **Inherent Risk Severity: High** **Inherent Risk Likelihood: High**
Date Identified: 01 Sep 2010 **Service: Learning, Achievement & Schools**

Mitigation records

Mitigation Status	Mitigation	Info	Person	Date Identified	Last Review Date
On schedule	Achieve further decline in fixed term exclusions	Data shows continuing decline	Nick Batchelar	01/09/2010	18/11/2010
On schedule	Implement CYP Plan actions to secure priorities		Nick Batchelar	18/11/2010	18/11/2010
On schedule	Implement outcomes of Primary Review		Craig Bolt	18/11/2010	18/11/2010
On schedule	Implement outcomes of review of out of school provision	The review has been completed and "Back on Track" strategy published	Nick Batchelar	01/09/2010	18/11/2010
On schedule	Introduce 6 Diploma lines in 2011		Nick Batchelar	01/09/2010	18/11/2010
On schedule	Undertake a governor recruitment drive		Nick Batchelar	01/09/2010	18/11/2010

Current Status: Medium (4) **Previous Status: High (9)** **Current Risk Severity: Medium** **Current Risk Likelihood: Medium**
Risk Champion: Craig Bolt **Risk Owner: Nick Batchelar**
Review Note:

Risk: Partnership development Internal or external partners fail to deliver desired outcomes, or are unable to deliver them **Risk Code: DRR - CY010**

Inherent Status: Medium (4) **Inherent Risk Severity: Medium** **Inherent Risk Likelihood: Medium**
Date Identified: 01 Sep 2010 **Service: Performance, Policy & Partnerships**

Mitigation records

Mitigation Status	Mitigation	Info	Person	Date Identified	Last Review Date
On schedule	Deliver and monitor progress with the Children's Trust workforce strategy	Specifically common induction for the children's workforce	Claudia McConnell	11/11/2010	11/11/2010

CYPS - ALL RISKS (CRR and DRR)

Risk: Partnership development Internal or external partners fail to deliver desired outcomes, or are unable to deliver them					Risk Code: DRR - CY010	
Inherent Status: Medium (4)		Inherent Risk Severity: Medium		Inherent Risk Likelihood: Medium		
Date Identified: 01 Sep 2010				Service: Performance, Policy & Partnerships		
Mitigation records						
Mitigation Status	Mitigation	Info	Person	Date Identified	Last Review Date	
Completed	Ensure all 2010/11 Service Improvement Plans focus on improvement activities and value for money		Helen Adams	01/09/2010	11/11/2010	
On schedule	Ensure that partnership plans, including C&YP Plan, are based on shared evidence of need	For example JSNA, C&YP Plan needs assessment	Claudia McConnell	11/11/2010	11/11/2010	
On schedule	Identify resources needed to implement new C&YP Plan	Improve all partners capacity to monitor performance and Value for Money	Claudia McConnell	11/11/2010	11/11/2010	
On schedule	Secure ongoing commitment to a local Children's Trust	By providing leadership and support to the Board and its workstreams. National guidance is "freeing up" local arrangements - CYPS needs to re-affirm that being the lead partner of a Children's Trust remains a priority task e.g. as part of the strategic hub	Claudia McConnell	11/11/2010	11/11/2010	
Current Status: Medium (4)		Previous Status: Medium (4)		Current Risk Severity: Medium		Current Risk Likelihood: Medium
Risk Champion: Craig Bolt				Risk Owner: Claudia McConnell		
Review Note:						

Risk: Delivery of the Capital programme Risk of significant overspend and/or slippage					Risk Code: DRR - CY020	
Inherent Status: High (6)		Inherent Risk Severity: High		Inherent Risk Likelihood: Medium		
Date Identified: 01 Sep 2010				Service: Education Strategy & Targeted Services		
Mitigation records						
Mitigation Status	Mitigation	Info	Person	Date Identified	Last Review Date	
On schedule	Carry out financial tests of the LEP	Undertaken on three year cycle basis for the duration of the SPA	Michael Branaghan	01/09/2010	16/11/2010	

CYPS - ALL RISKS (CRR and DRR)					
Risk: Delivery of the Capital programme Risk of significant overspend and/or slippage					Risk Code: DRR - CY020
Inherent Status: High (6)		Inherent Risk Severity: High		Inherent Risk Likelihood: Medium	
Date Identified: 01 Sep 2010				Service: Education Strategy & Targeted Services	
Mitigation records					
Mitigation Status	Mitigation	Info	Person	Date Identified	Last Review Date
Completed	Complete AMP by September 2010		Michael Branaghan	01/09/2010	16/11/2010
On schedule	Draw up robust SLA with Property Services		Michael Branaghan	01/09/2010	16/11/2010
On schedule	Ensure school properties are suitable and sufficient to meet curriculum needs	Seek additional capital from DfE sources. DLT briefed on resource implications	Michael Branaghan	01/09/2010	16/11/2010
On schedule	Ensure that for changes to contract the formal change process is maintained	There has been some slippage on 3 BSF projects due to ANC's being issued without approval of additional budget. This is to be audited and controls put in place to prevent re-occurrence.	Michael Branaghan	01/09/2010	16/11/2010
On schedule	Ensure the SOP identifies communication with schools and parents as an essential requirement		Michael Branaghan	01/09/2010	16/11/2010
On schedule	Ensure use of Fixed Sum Contracts for new build schemes.	Applies to all new projects issued to the LEP	Michael Branaghan	01/09/2010	16/11/2010
On schedule	Implement recommendations from the Admissions Review		Michael Branaghan	01/09/2010	16/11/2010
On schedule	Prepare School Organisation Plan and Investment Strategy	This will reflect the changing demographics and ensure investment is effectively targeted to meet demands	Michael Branaghan	01/09/2010	16/11/2010
On schedule	Produce monthly reports to the Infrastructure Board and the BSF/PFI Project Boards	To highlight key milestones achieved, expenditure, future targets, risk evaluation and mitigation.	Michael Branaghan	01/09/2010	16/11/2010
On schedule	Review capital programme and re-prioritise schemes and funding		Michael Branaghan	01/09/2010	16/11/2010
On schedule	Work with schools to ensure transparency of processes		Michael Branaghan	01/09/2010	16/11/2010
Current Status: Medium (4)		Previous Status: High (6)		Current Risk Severity: Medium	
				Current Risk Likelihood: Medium	
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CYPS - ALL RISKS (CRR and DRR)

Risk: Delivery of the Capital programme Risk of significant overspend and/or slippage		Risk Code: DRR - CY020
Inherent Status: High (6)	Inherent Risk Severity: High	Inherent Risk Likelihood: Medium
Date Identified: 01 Sep 2010		Service: Education Strategy & Targeted Services
Risk Champion: Craig Bolt	Risk Owner: Michael Branaghan	
Review Note:		

Risk: Percentage of young people Not in Education, Employment or Training Potential increase as a result of the economic downturn		Risk Code: DRR - CY025
Inherent Status: High (9)	Inherent Risk Severity: High	Inherent Risk Likelihood: High
Date Identified: 01 Sep 2010		Service: Education Strategy & Targeted Services

Mitigation records					
Mitigation Status	Mitigation	Info	Person	Date Identified	Last Review Date
Completed	Attend and contribute to September Guarantee panel meetings	Weekly over the summer months and then monthly to look at support to young people NEET throughout the year	Adam Carter	01/09/2010	16/11/2010
On schedule	Explore opportunities for development of Children's Trust Apprenticeships Scheme		Jane Taylor	01/09/2010	16/11/2010
Behind schedule	Explore opportunities for the development of Future Jobs Fund programmes	Future Jobs Fund will not continue under coalition government	Adam Carter	01/09/2010	16/11/2010
On schedule	Identify and agree more flexible start times for learners		Adam Carter	01/09/2010	16/11/2010
On schedule	Identify new engagement activities and provision	To meet the needs of learners. Keeping informed and responsive to national changes to qualifications, provision and funding	Adam Carter	01/09/2010	16/11/2010
On schedule	Produce action plan for re-entering Education, Employment or Training	Working with young people to develop plan	Adam Carter	01/09/2010	16/11/2010
On schedule	Produce monthly monitoring report on the NEET and Not Known situation		Adam Carter	01/09/2010	16/11/2010
On schedule	Refresh 14-19 strategy and produce action plan for Raising Participation Age		Craig Bolt	01/09/2010	16/11/2010
On	Review Integrated Youth Offer	For period April - September 2010	Craig	01/09/2010	16/11/2010

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CYPS - ALL RISKS (CRR and DRR)

Risk: Percentage of young people Not in Education, Employment or Training Potential increase as a result of the economic downturn					Risk Code: DRR - CY025	
Inherent Status: High (9)			Inherent Risk Severity: High		Inherent Risk Likelihood: High	
Date Identified: 01 Sep 2010					Service: Education Strategy & Targeted Services	
Mitigation records						
Mitigation Status	Mitigation	Info	Person	Date Identified	Last Review Date	
schedule			Bolt			
Completed	Review NEET target at end of September		Jo Grant	01/09/2010	16/11/2010	
Current Status: Medium (4)		Previous Status: High (9)		Current Risk Severity: Medium		Current Risk Likelihood: Medium
Risk Champion: Craig Bolt			Risk Owner: Jo Grant			
Review Note:						

Risk: Extension of new Primary education facility - Bishopston To ensure that there are appropriate and sufficient school places available.					Risk Code: DRR - CY029	
Inherent Status: High (6)			Inherent Risk Severity: High		Inherent Risk Likelihood: Medium	
Date Identified: 01 Sep 2010					Service: Education Strategy & Targeted Services	
Mitigation records						
Mitigation Status	Mitigation	Info	Person	Date Identified	Last Review Date	
On schedule	Attend planning meetings	To ensure that the land exchange is linked to the securing of planning approval and that BCC does not purchase land it does not require	Michael Branaghan	01/09/2010	17/11/2010	
Completed	Complete work to identify site for alternative community pitches		Michael Branaghan	01/09/2010	17/11/2010	
On schedule	Complete work to secure planning approval on the extension to 2FE.		Michael Branaghan	01/09/2010	17/11/2010	
On schedule	Ensure LEP is achieving VfM	Through regular market testing of elements of the supply chain	Michael Branaghan	01/09/2010	17/11/2010	
Current Status: Medium (4)		Previous Status: High (6)		Current Risk Severity: Medium		Current Risk Likelihood: Medium
Risk Champion: Craig Bolt			Risk Owner: Craig Bolt, Michael Branaghan			

CYPS - ALL RISKS (CRR and DRR)

Risk: Extension of new Primary education facility - Bishopston To ensure that there are appropriate and sufficient school places available.			Risk Code: DRR - CY029		
Inherent Status: High (6)		Inherent Risk Severity: High		Inherent Risk Likelihood: Medium	
Date Identified: 01 Sep 2010				Service: Education Strategy & Targeted Services	
Review Note:					

Risk: Contractual obligations Directorate unable to meet its financial obligations leading to breach of contract.			Risk Code: DRR - CY030		
Inherent Status: High (9)		Inherent Risk Severity: High		Inherent Risk Likelihood: High	
Date Identified: 01 Sep 2010				Service: Education Strategy & Targeted Services	
Mitigation records					
Mitigation Status	Mitigation	Info	Person	Date Identified	Last Review Date
On schedule	Identify and develop strategic options and prioritisation of resources	Linked to the Children's Plan	Annie Hudson	01/09/2010	11/11/2010
On schedule	Identify grants not ring fenced	Allows opportunity to re-direct resources to priorities	Geraldine Mead	01/09/2010	11/11/2010
On schedule	Review and implement Bristol Youth Links Strategy		Craig Bolt	01/09/2010	11/11/2010
On schedule	Review and implement early intervention strategy		Claudia McConnell	01/09/2010	11/11/2010
Current Status: Medium (3)		Previous Status: High (9)		Current Risk Severity: High	
Risk Champion: Craig Bolt			Current Risk Likelihood: Low		
Risk Owner: Annie Hudson			Review Note:		

Risk: Serious Fraud Prevention of mis-use of financial procedures			Risk Code: DRR - CY011		
Inherent Status: Medium (4)		Inherent Risk Severity: Medium		Inherent Risk Likelihood: Medium	
Date Identified: 01 Sep 2010				Service: Corporate Indicators - CYPS	
Mitigation records					
Mitigation Status	Mitigation	Info	Person	Date Identified	Last Review Date

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CYPS - ALL RISKS (CRR and DRR)

Risk: Serious Fraud Prevention of mis-use of financial procedures				Risk Code: DRR - CY011	
Inherent Status: Medium (4)		Inherent Risk Severity: Medium		Inherent Risk Likelihood: Medium	
Date Identified: 01 Sep 2010				Service: Corporate Indicators - CYPS	
Mitigation records					
Mitigation Status	Mitigation	Info	Person	Date Identified	Last Review Date
On schedule	Deliver mandatory training in finance procedures	Training in finance procedures provided for all budget holders. New staff informed of finance procedures as part of their induction and refresher training provided for existing staff as required.	Geraldine Mead	01/09/2010	11/11/2010
On schedule	Ensure guidance on password sharing is regularly circulated to staff		Geraldine Mead	01/09/2010	11/11/2010
On schedule	Ensure mandatory requirement for schools to submit budgets to LA for checking is enforced		Geraldine Mead	01/09/2010	11/11/2010
Completed	Implement new BCC on-line Corporate Ordering and Procurement System		Geraldine Mead	01/09/2010	11/11/2010
On schedule	Monitor budgets monthly		Geraldine Mead	11/11/2010	11/11/2010
On schedule	Training programme in audit procedures for schools with identified training need		Geraldine Mead	01/09/2010	11/11/2010
Current Status: Low (2)		Previous Status: Medium (4)		Current Risk Severity: Medium	
Risk Champion: Craig Bolt				Current Risk Likelihood: Low	
Risk Owner: Geraldine Mead					
Review Note:					

Risk: Support to Children Looked After To address risk of inadequate support				Risk Code: DRR - CY017	
Inherent Status: Medium (4)		Inherent Risk Severity: Medium		Inherent Risk Likelihood: Medium	
Date Identified: 01 Sep 2010				Service: Safeguarding & Specialist Services	
Mitigation records					
Mitigation Status	Mitigation	Info	Person	Date Identified	Last Review Date
On	Address concerns that 3 out of 8 children's homes judged as		Ian	01/09/2010	18/11/2010

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CYPS - ALL RISKS (CRR and DRR)

Risk: Support to Children Looked After To address risk of inadequate support				Risk Code: DRR - CY017	
Inherent Status: Medium (4)		Inherent Risk Severity: Medium		Inherent Risk Likelihood: Medium	
Date Identified: 01 Sep 2010				Service: Safeguarding & Specialist Services	
Mitigation records					
Mitigation Status	Mitigation	Info	Person	Date Identified	Last Review Date
schedule	"adequate"		McDowall		
On schedule	identify ways in which the service for children on the edge of care can be improved		Ian McDowall	01/09/2010	18/11/2010
On schedule	Monitor progress against action plans		Ian McDowall	01/09/2010	18/11/2010
Completed	Prepare evidence files etc., for OfSTED inspection	Positive outcome to OfSTED inspection	Ian McDowall	01/09/2010	18/11/2010
On schedule	Reduce placement costs		Ian McDowall	01/09/2010	18/11/2010
Current Status: Low (2)		Previous Status: Medium (4)		Current Risk Severity: Medium	
Risk Champion: Craig Bolt			Risk Owner: Ian McDowall		
Review Note:					

Risk: School Admission arrangements Failure to meet statutory obligations to provide sufficient reception places				Risk Code: DRR - CY027	
Inherent Status: High (6)		Inherent Risk Severity: High		Inherent Risk Likelihood: Medium	
Date Identified: 01 Sep 2010				Service: Education Strategy & Targeted Services	
Mitigation records					
Mitigation Status	Mitigation	Info	Person	Date Identified	Last Review Date
On schedule	Complete DfE Surplus Place return	To ensure that true status of Bristol schools is reflected and that strong case is made for Basic Needs funding	Geraldine Mead	01/09/2010	17/11/2010
On schedule	Implement recommendations of the Admissions Review		Michael Branaghan	01/09/2010	17/11/2010
On schedule	Prepare School Organisation Plan and Investment Strategy	To reflect demographic changes and ensure investment is effectively targeted	Michael Branaghan	01/09/2010	17/11/2010
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CYPS - ALL RISKS (CRR and DRR)

Risk: School Admission arrangements Failure to meet statutory obligations to provide sufficient reception places **Risk Code: DRR - CY027**

Inherent Status: High (6)	Inherent Risk Severity: High	Inherent Risk Likelihood: Medium
Date Identified: 01 Sep 2010	Service: Education Strategy & Targeted Services	
Current Status: Low (2)	Previous Status: High (6)	Current Risk Severity: Medium
		Current Risk Likelihood: Low
Risk Champion: Craig Bolt	Risk Owner: Craig Bolt, Michael Branaghan	
Review Note:		

Risk: Risks relating to key projects Risks specifically relating to BSF and PFI/Academies/Primary Review **Risk Code: DRR - CY015**

Inherent Status: High (6)	Inherent Risk Severity: High	Inherent Risk Likelihood: Medium
Date Identified: 01 Sep 2010	Service: Education Strategy & Targeted Services	

Mitigation records

Mitigation Status	Mitigation	Info	Person	Date Identified	Last Review Date
On schedule	Consult with stakeholders and refer to DfE guidance on BS98 and BB99 when developing project brief		Michael Branaghan	01/09/2010	16/11/2010
On schedule	Ensure that agreements make LEP liable for interest charges if project is delayed		Michael Branaghan	01/09/2010	16/11/2010
On schedule	Hold monthly Project Board meetings to review progress		Michael Branaghan	01/09/2010	16/11/2010
On schedule	Keep client variations to specification and design to a minimum during development of projects		Michael Branaghan	01/09/2010	16/11/2010
On schedule	Monitor LEP progress through highlight reports		Michael Branaghan	01/09/2010	16/11/2010
On schedule	Monitor progress against key financial targets and milestones		Michael Branaghan	01/09/2010	16/11/2010
On schedule	Negotiate fixed sum contracts		Michael Branaghan	01/09/2010	16/11/2010
On schedule	Refuse deviation from project brief in absence of independent external educational support		Michael Branaghan	01/09/2010	16/11/2010

CYPS - ALL RISKS (CRR and DRR)

Risk: Risks relating to key projects Risks specifically relating to BSF and PFI/Academies/Primary Review					Risk Code: DRR - CY015
Inherent Status: High (6)		Inherent Risk Severity: High		Inherent Risk Likelihood: Medium	
Date Identified: 01 Sep 2010				Service: Education Strategy & Targeted Services	
Mitigation records					
Mitigation Status	Mitigation	Info	Person	Date Identified	Last Review Date
On schedule	Submit monthly progress reports to DLT and Executive member	Standing agenda item for DLT meetings	Michael Branaghan	01/09/2010	16/11/2010
On schedule	Undertake feasibility study before approval to changes in policy/strategy		Michael Branaghan	01/09/2010	16/11/2010
On schedule	Undertake financial viability tests of the LEP and supply partner accounts in early 2011		Michael Branaghan	01/09/2010	16/11/2010
Current Status: Low (2)		Previous Status: High (6)		Current Risk Severity: Low	
Risk Champion: Craig Bolt			Risk Owner: Michael Branaghan		
Review Note:					

Risk: Business Transformation within CYPS Failure to meet Corporate business transformation requirements					Risk Code: DRR - CY023
Inherent Status: High (6)		Inherent Risk Severity: High		Inherent Risk Likelihood: Medium	
Date Identified: 01 Sep 2010				Service: Performance, Policy & Partnerships	
Mitigation records					
Mitigation Status	Mitigation	Info	Person	Date Identified	Last Review Date
On schedule	Agree action to eliminate projected 2010/11 overspend	Regular agenda item for DLT weekly meetings	Annie Hudson	01/09/2010	11/11/2010
On schedule	Establish programme to deliver requisite changes and to challenge and monitor performance and budget	Through monthly CYPS Programme Board meetings	Annie Hudson	01/09/2010	11/11/2010
On schedule	Identify and embed better systems for performance management data collection	Work with Corporate IT to establish better systems through the "one council" ICT strategy	Claudia McConnell	01/09/2010	11/11/2010
On	Identify posts for deletion and take necessary action to	In line with staff reduction targets	Annie Hudson	01/09/2010	11/11/2010

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CYPS - ALL RISKS (CRR and DRR)					
Risk: Business Transformation within CYPS Failure to meet Corporate business transformation requirements					Risk Code: DRR - CY023
Inherent Status: High (6)		Inherent Risk Severity: High		Inherent Risk Likelihood: Medium	
Date Identified: 01 Sep 2010				Service: Performance, Policy & Partnerships	
Mitigation records					
Mitigation Status	Mitigation	Info	Person	Date Identified	Last Review Date
schedule	progress and implement				
On schedule	Keep DLT updated on progress to eliminate 2010/11 overspend	Regular agenda item for DLT weekly meetings	Geraldine Mead	01/09/2010	11/11/2010
On schedule	Monitor progress against LAA targets	Quarterly monitoring reports	Claudia McConnell	01/09/2010	11/11/2010
Current Status: Low (1)		Previous Status: High (6)		Current Risk Severity: Low	
Risk Champion: Craig Bolt			Risk Owner: Annie Hudson		
Review Note:					
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