

**BRISTOL CITY COUNCIL  
Audit Committee**

**9<sup>th</sup> November 2012**

**Report of:** Craig Bolt, Service Director, Resource Planning and Performance

**Title:** CYPS Directorate Risk Register

**Officer Presenting Report:** Craig Bolt, Service Director, Resource Planning and Performance, Directorate Risk Champion

**Contact Telephone Number:** 90 37950

**RECOMMENDATION**

That members review the updated CYPS Directorate Risk Register (DRR) attached at Appendix 1, and note amendments to the register.

**Summary**

This report provides members with the updated Quarter 1, of the Directorate Risk Register, and outlines any significant changes from the last version reported to this Committee.

**The significant issues in the report are:**

The main content changes to the register are summarised in the DRR document header at Appendix A.

**Policy**

The Risk Management Policy states that the Audit Committee will receive Directorate Risk Registers on an annual basis.

**Consultation**

- **Internal**  
Lead member for Children's Services  
CYPS Directorate Leadership Team
- **External**

N/A

## **1. Background**

- 1.1 A Directorate level risk register exists for each Directorate and these are reported on to the Audit Committee annually. The CYPS Directorate Risk Register was previously submitted to this committee in September 2011.
- 1.2 All risks are reviewed, and any new risks identified, by Service Managers and Service Directors on a quarterly basis. This is now part of the CYPS quarterly performance management arrangements.

## **2. 2012/13 CYPS Directorate Risk Register – Quarter 1 Update**

- 2.1 There are currently ten key risks on the Directorate risk register, a reduction of three risks from September 2012. The following risks have been removed:
- CY004 Resilience, health and wellbeing
  - CY028 Community cohesion
  - CY024 Response to emergency situations and mitigation of business risks
  - CY010 Partnership Development
  - CY029 Extension of new Primary Education Facility – Bishopston
- 2.2 No new risks have been added.
- 2.3 The residual risk is assessed as “High” impact and either “High” or “Medium” probability for two risks:
- Children in Need
  - Significant revenue budget overspend

### **Risk Assessment**

Risk Register provided at Appendix 1.

### **Legal and Resource Implications**

#### **Legal**

N/A

#### **Financial**

##### **(a) Revenue**

N/A

**(b) Capital**

N/A

**Land**

N/A

**Personnel**

N/A

**Appendices:**

Appendix 1 – 2012/13 Quarter 1 CYPS Directorate Risk Register

**LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985**

**Background Papers:**

Relevant background details held on SPAR.net

## Appendix 1: 2012/13 - QUARTER 1 RISK REPORT

## CYPS DIRECTORATE RISK REGISTER

	No	Day	Month	Year
<b>VERSION</b>	<b>17</b>	<b>1</b>	<b>Oct</b>	<b>2012</b>

## VERSION CONTROL HISTORY

Version No.	Reviewed By:	Review Date	Version No.	Reviewed By:	Review Date
1	Audit Committee	3rd November 2006	12	CYPS Performance Focus Mtg Executive Member	23rd February 2010 4th March 2010
2	Audit Committee	16th November 2007	13	CYPS Performance Focus Mtg Executive Member	7th July 2010 19th July 2010
3	CYPS Directorate	9th July 2008	Transfer of register to computerised SPAR.net system:		
4	CYPS Directorate	22nd October 2008	14	CYPS DLT Executive Member Audit committee	24th November 6th December 2010 28 <sup>th</sup> January 2011
5	Executive member	6th November 2008	15	CYPS Directorate Executive Member	16 <sup>th</sup> February 2011 21st February 2011
6	Audit Committee	14th November 2008	16	CYPS Directorate Executive Member Audit Committee	5 <sup>th</sup> August 2011 22 August 2011 30 September 2011
7	CYPS Directorate	18th February 2009	17	Executive Member CYPS DLT	31 <sup>st</sup> October 2011 2 <sup>nd</sup> Nov 2011
8	Executive member	19th March 2009	18	Executive Member CYPS DLT	31 <sup>st</sup> Jan 2012 1 <sup>st</sup> Feb 2012
9	CYPS Directorate Executive Member	20th May 2009 28th May 2009	19	Executive Member CYPS DLT	1 <sup>st</sup> May 2012 9 <sup>th</sup> May 2012
10	CYPS Directorate Executive Member	26th August 2009 8th September 2009	20	CYPS Directorate Executive Member	3 <sup>rd</sup> August 2012 15 <sup>th</sup> August 2012
11	CYPS Directorate Executive Member Audit Committee	28th October 2009 4th November 2009 13th November 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)

Substantive variations to the risk register since the previous submission to the September 2011 Audit Committee Meeting (Version 16) are as follows:

Risk No	RISK		Current Status	Previous Status	Update since last report
CRR046	Significant revenue budget overspend for the Directorate		6	9	<p><b>CORPORATE RISK</b> Forecast overspend at the start of the year was projected at £5m, attributable to demographic growth. Savings actions have been brought forward from 2013/14 and one-off funds have been contributed, reducing overspend to £900k.</p>
CRR016	Children in need - failure to meet corporate responsibilities to protect children in need		6	6	<p><b>CORPORATE RISK</b> Continuing demographic and economic pressure is placing a strain on social care services: a pattern which is common across England.</p> <p>Actions have been taken as a result of the Munro Review and a pathways review is at the core of the CYPS Target Operating Model work.</p>
CY032	Potential Unitary Charge Shortfall		4	4	<p>Potential shortfall in the Unitary Charge to be paid for PFI school buildings, which is to be paid over the remaining life of the PFI scheme (c. 25years).</p> <p>Spend in the schemes is being closely monitored and a financial forecasting model developed.</p> <p>Current primary pupil numbers are expected to impact favourably on PFI schools by 2016/7 and current capacity can be utilised before that date.</p>
CY020	Delivery of the capital programme		4	4	<p>The majority of schemes have been delivered on time and on budget.</p> <p>2012 School Organisation Strategy approved by Cabinet 27th September 2012.</p> <p>There will be continued engagement with partners to ensure a high standard of delivery.</p>
CY025	Percentage of young people not in education, employment or training		4	4	<p>Youth Links contracts have been awarded, with a focus on targeted outcome delivery.</p> <p>Supported recruitment of young people to apprenticeships programme.</p>

Risk No	RISK		Current Status	Previous Status	Update since last report
CRR010	Educational attainment		4	4	<p><b>CORPORATE RISK</b></p> <p>Links are being made between low-performing and effective schools through sponsored academisation.</p> <p>Decision was made by Cabinet in September 2012 to establish internal schools trading unit from April 2013.</p>
CRR043	Shortage of primary school places in Bristol		4	4	<p><b>CORPORATE RISK</b></p> <p>School Organisation Strategy approved at Cabinet September 2012.</p> <p>2012 Schools admissions process demonstrated a high proportion of preferences met.</p>
CY017	Support to children looked after		2	2	<p>Multi-systemic therapy project commenced.</p> <p>Family finding and care placements is a priority work area in CYPS Target Operating Model.</p> <p>Social work practice launched May 2012.</p>
CY011	Serious fraud		2	2	<p>93% compliant implementation of COPS (95% for schools)- limits potential for off-contract ordering.</p>
CY023	Business Transformation within CYPS		2	1	<p>Delivery of business transformation programme benefits monitored through programme board.</p> <p>Commitment to align programme risks with corporate risk register.</p>

CY004	Resilience, health and wellbeing		N/A	6	<p><b>RISK DELETED</b></p> <p>No longer a key risk for CYPS</p>
CY028	Community cohesion		N/A	6	<p><b>RISK DELETED</b></p> <p>No longer a key risk for CYPS</p>
CY024	Response to emergency situations and mitigation of business risks		N/A	6	<p><b>RISK DELETED</b></p> <p>No longer a key risk for CYPS</p>
CY010	Partnership Development		N/A	4	<p><b>RISK DELETED</b></p> <p>on creation of Children's Outcomes Board</p>
CY029	Extension of new Primary Education Facility – Bishopston		N/A	4	<p><b>RISK DELETED</b></p> <p>Cabinet approval agreed and approved additional funding to meet planning requirements. School agreed to take additional form of entry in existing building for Sept 2011</p>

**CYPS - ALL RISKS (CRR and DRR) Qtr 1 ( Qtr 2 review currently in progress)**

**Report for 2012 2013  
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

Risks: Review Overdue (0+) High (6+) Medium (3+) Low (1+)

**CYPS - ALL RISKS (CRR and DRR)**

<b>Risk: CYPS Significant revenue budget overspend</b> Managing overspend					<b>Risk Code: CRR046</b>
<b>Inherent Status: High (9)</b>		<b>Inherent Risk Severity: High</b>		<b>Inherent Risk Likelihood: High</b>	
<b>Date Identified: 01 Sep 2010</b>		<b>Service: Corporate Indicators - CYPS</b>			
<b>Mitigation records</b>					
Mitigation Status	Mitigation	Info	Responsible Person	Date Identified	Last Review Date
No Data available	CYPS budget containment in relation to growth in safeguarding	Forecast overspend at the start of the year was projected at £5million, attributable to demographic growth. CYPS bas budget was increased by £2m from corporate resources in May 2012. CYPS to identify £0.5m savings, including actions brought forward from 2013/14. Potential to contribute one-off funds, reducing overspend to £900k. Budgets are being reviewed to identify further savings.	Annie Hudson	07/03/2012	26/07/2012
On schedule	Ensure that resources & priorities are regular item on the monthly DLT agenda	Budget increased by £2m as a result of Q1 budget monitor	Annie Hudson	01/09/2010	26/07/2012
On schedule	Ensure that the MTFP is linked to Target Operating Model	TOM aims to reduce duplication and better target resources	Geraldine Mead	01/09/2010	26/07/2012
On schedule	Focus on achieving 'Value For Money', as a priority	VFM plans submitted April 2012	Lucia Dorrington	01/09/2010	26/07/2012
On schedule	In year monitoring of budget against actual income & expenditure	Key risks reviewed monthly	Geraldine Mead	01/09/2010	26/07/2012
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	26/07/2012
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	26/07/2012
On schedule	Work commenced on structural issues within child protection	Resulting in £2m added to CYPS budget	Geraldine Mead	27/01/2012	26/07/2012
<b>Current Status: High (9)</b>		<b>Previous Status: High (9)</b>		<b>Current Risk Severity: High</b>	
<b>Risk Champion: Craig Bolt</b>		<b>Current Risk Likelihood: High</b>			
<b>Risk Owner: Annie Hudson</b>					
<b>Review Note:</b>					

**CYPS - ALL RISKS (CRR and DRR)**

<b>Risk: Children in need</b> Failure to meet corporate responsibilities to protect children in need.					<b>Risk Code: CRR016</b>	
<b>Inherent Status: High (9)</b>			<b>Inherent Risk Severity: High</b>		<b>Inherent Risk Likelihood: High</b>	
Date Identified: 01 Apr 2009			Service: Children and Young People			
<b>Mitigation records</b>						
Mitigation Status	Mitigation	Info	Responsible Person	Date Identified	Last Review Date	
On schedule	Ensure safeguarding processes reflect good VFM and are effective	Ensuring that services are operating effectively and providing VFM through remodelling activity in a climate of reducing resources. This is monitored by the Bristol Safeguarding Children Board. Resource Allocation review complete and social workers reallocated.	Jean Pollard	05/08/2011	03/08/2012	
On schedule	Munro Review – Ensure offer of “Early Help” is in place	Pathways project being progressed in conjunction with CYPS Target Operating Model work.	Jean Pollard	27/01/2012	03/08/2012	
On schedule	Produce and implement co-ordinated local action plan	Plan being developed to address Munro Review. Munro report published on 10 May 2010 and recommendations accepted in the DfE response of July 2011. Work to implement recommendations is underway as Government guidance emerges.  Bristol action plan updated - mitigation complete	Jean Pollard	01/04/2009	03/08/2012	
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.	Jean Pollard	22/01/2010	03/08/2012	
On schedule	Review and update child protection procedures and processes and quality assure practice	The 2010 full OfSTED inspection of Safeguarding and Looked after Children Services graded Bristol as “good” on all four key judgements and the 2011 unannounced inspection identified no priority areas for improvement. Bristol is part of the South West consortium of authorities that oversee the south west region and Child protection Procedures. Quality assurance framework in development.	Jean Pollard	01/10/2009	03/08/2012	
On schedule	Train staff to ensure that required standards are achieved & maintained	The training will include inter-agency child protection issues. New training plan in place for 12/13.	Jean Pollard	01/10/2009	03/08/2012	
<b>Current Status: High (6)</b>		<b>Previous Status: High (6)</b>		<b>Current Risk Severity: High</b>		<b>Current Risk Likelihood: Medium</b>
<b>Risk Champion: Craig Bolt</b>			<b>Risk Owner: Annie Hudson</b>			
<b>Review Note:</b>						

<b>Risk: Potential Unitary Charge Shortfall</b> Declining pupil numbers means that there is a potential significant shortfall in the Unitary Charge to be paid for PFI school buildings, which is to be paid over the remaining life of the PFI scheme (c. 25years).					<b>Risk Code: DRR - CY032</b>	
<b>Inherent Status: Medium (4)</b>			<b>Inherent Risk Severity: Medium</b>		<b>Inherent Risk Likelihood: Medium</b>	
Date Identified: 25 Jul 2011			Service: Resource Planning and Performance			
<b>Mitigation records</b>						
Mitigation Status	Mitigation	Info	Responsible Person	Date Identified	Last Review Date	
On schedule	Approach DfE for contribution	If pupil numbers fall below a minimum level, DfE will contribute towards the shortfall. Additional funding has been identified to mitigate risks and confirmation agreed with DfE re PFI schools becoming Academies. Some unresolved VAT implications are being addressed with DfE/HMRC.	Michael Branaghan	01/08/2011	26/07/2012	
On schedule	Commence discussions with PFI companies and schools/academies	In relation to service standards and contributions. Discussions with companies and schools/academies have started: - Orchard School will become all through in 2012 - Bristol Metropolitan Academy have shown interest in some primary inclusion - Oasis Brightstowe meeting held - working with school to potentially provide pupil places for September 2014	Michael Branaghan	22/08/2011	26/07/2012	
On schedule	Impact of current primary numbers	Current primary pupil numbers will impact favourably on PFI schools by 2016/17. Given the primary pupil population increase, the surplus capacity will be filled by 2016/17	Michael Branaghan	01/08/2011	26/07/2012	
On schedule	Review of operational processes to identify opportunities for savings	In accordance with HM Treasury guidance. Monthly meetings underway to identify opportunities. Opportunities identified in terms of review of service provision.  Review of Utilities in Skanska FM schemes may result in some additional charges. With BAM FM schemes these charges are already resolved.	Michael Branaghan	22/08/2011	26/07/2012	
<b>Current Status: High (6)</b>		<b>Previous Status: High (6)</b>		<b>Current Risk Severity: High</b>		<b>Current Risk Likelihood: Medium</b>
<b>Risk Champion: Craig Bolt</b>			<b>Risk Owner: Michael Branaghan</b>			
<b>Review Note:</b>						



**CYPS - ALL RISKS (CRR and DRR)**

Risk: Educational Attainment Failure to achieve improvement.			Risk Code: CRR010		
Inherent Status: High (9)		Inherent Risk Severity: High	Inherent Risk Likelihood: High		
Date Identified: 01 Apr 2009			Service: Education		
Mitigation records					
Mitigation Status	Mitigation	Info	Responsible Person	Date Identified	Last Review Date
Behind schedule	Achieve further decline in fixed term exclusion	2011/12 data Terms 1-4 shows continuing reduction at primary and secondary.	Nick Batchelar	01/04/2009	26/07/2012
On schedule	Develop link between highly effective and low performing schools	The majority of secondary schools are now, or shortly will be, academies. There are a number of primary academies, including sponsored academies, which replace low performing maintained primaries.	Jackie Turner	27/01/2012	26/07/2012
On schedule	Implement CYP Plan actions	Improving Under Performing School Plan submitted to DfE in April 2011. Response received July 2011. Action underway.	Nick Batchelar	01/04/2009	26/07/2012
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	26/07/2012
On schedule	Partnership Structures being reviewed	Bristol is one of 8 local authorities in the DfE/LGA Active Research on the changing role of the local authority with schools	Nick Batchelar	02/05/2012	26/07/2012
On schedule	Retention and Recruitment of Governors	Actively seeking new opportunities to promote governor recruitment. Promoting training to aid governor retention and to increase effectiveness. In March the vacancy rate for Bristol was 9.7% compared with National average of 11.7% and South West average of 11.4%.	Nick Batchelar	08/02/2011	26/07/2012
No Data available	Review and change trading offer from BCC and schools	Corporate and Education services offered on a traded basis are currently being reviewed, with changes to take effect from April 2013	Nick Batchelar	02/05/2012	26/07/2012
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:					

**CYPS - ALL RISKS (CRR and DRR)**

<b>Risk: Delivery of the Capital programme</b> Risk of significant overspend and/or slippage, or funding no longer available					<b>Risk Code: DRR - CY020</b>	
<b>Inherent Status: High (6)</b>			<b>Inherent Risk Severity: High</b>		<b>Inherent Risk Likelihood: Medium</b>	
<b>Date Identified: 01 Sep 2010</b>			<b>Service: Resource Planning and Performance</b>			
<b>Mitigation records</b>						
<b>Mitigation Status</b>	<b>Mitigation</b>	<b>Info</b>	<b>Responsible Person</b>	<b>Date Identified</b>	<b>Last Review Date</b>	
Behind schedule	Draw up robust SLA with Property Services	Being considered as part of the CYPS Change Programme - Business Case available October 2012.	Michael Branaghan	01/09/2010	26/07/2012	
On schedule	Ensure school properties are suitable and sufficient to meet curriculum needs	LA emphasis is on meeting statutory requirement of sufficient school places. Central government published (19 July 2011) annual priority school building programme which includes PFI option for Primary and Secondary. Outcome of the priority schools building programme has been published. BCC has benefited with three schools being included: - 2 as PFI - Hillfields and St Annes Park Primary - 1 as a grant - St Ursulas Delivery timetable to be confirmed by DfE.	Michael Branaghan	01/09/2010	26/07/2012	
On schedule	Ensure that for changes to contract the formal change process is maintained	Formal process is currently being maintained. Ongoing	Michael Branaghan	01/09/2010	26/07/2012	
On schedule	Ensure the SOS identifies communication with schools and parents as an essential requirement	Pupil forecasts are in place and consultation with schools took place in May/June 2012. Revised strategy to be published in Sept 2012.	Michael Branaghan	01/09/2010	26/07/2012	
On schedule	Funding available which has been allocated to the medium term capital programme	Additional funding has been secured from central government, including • £18.3m for 11/12 additional basic needs; • £22.8m for 12/13  Annual funding from central government: • £14.9m for 11/12 basic needs • £23.9m for 12/13  Additional funding approved by Cabinet: • £20m Prudential borrowing	Michael Branaghan	27/07/2011	26/07/2012	
On schedule	Prepare School Organisation Strategy and Investment Strategy	Cabinet supported short term investment strategy on 21 July 2011, feasibility for medium term strategy also approved subject to capital funding from central government. Complete - SOS now updated on an annual basis. Interim approval of capital projects for September 2012 school places secured at Cabinet on 26 July 2012. Additional Cabinet approval required on 27 September 2012 for remainder of the investment strategy	Michael Branaghan	01/09/2010	26/07/2012	
On schedule	Produce monthly reports to: Infrastructure Board BSF/PFI Project Boards and the Capital Prog Board	Ongoing. System in place. New reporting requirement on a quarterly basis to Executive Members for Children and Young People and Capital Projects.	Michael Branaghan	01/09/2010	26/07/2012	
On schedule	Review AMP on an annual basis	School organisation strategy completed and linked to AMP.	Michael Branaghan	01/09/2010	26/07/2012	
<b>Current Status: Medium (4)</b>			<b>Previous Status: High (6)</b>		<b>Current Risk Severity: Medium</b>	
<b>Risk Champion: Craig Bolt</b>			<b>Current Risk Likelihood: Medium</b>			
<b>Risk Owner: Michael Branaghan</b>			<b>Review Note:</b>			

**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: Resource Planning and Performance		
Mitigation records					
Mitigation Status	Mitigation	Info	Responsible Person	Date Identified	Last Review Date
On schedule	Connexions Provider Day	Provider days have resumed following closure of Centre for refurbishment Regular session 3rd week of each month, with focus on particular groups from time to time – August will support Yr 11 leavers and delivery of September Guarantee	Craig Bolt	31/01/2012	02/08/2012
On schedule	Deliver September Guarantee	Regular session 3rd week of each month, with focus on particular groups from time to time – August will support Yr 11 leavers and delivery of September Guarantee Trackers employed to follow up school data; LPW team now establishing contact with those who have no Guarantee offer in place NOCN Course delivered for 16 Yr 11 leavers to ensure contact and secure progression Progress data available from mid August	Craig Bolt	01/09/2010	02/08/2012
On schedule	Establish closer links with Job Centre Plus for 18 year olds	Quarterly meetings continue Closer working links established with JCP advisers, now making direct referrals by phone to ensure advice and support. Continued development of Work Clubs by new EW team – see below	Craig Bolt	31/05/2011	02/08/2012
On schedule	Identify new engagement activities and provision	Comprehensive recruitment of new Engagement Workers to Bristol Team now completed. Development of full work plan in progress. First NOCN courses delivered in Bristol to follow the end of school year –16 students who have now completed, securing funding for further courses	Craig Bolt	01/09/2010	02/08/2012
On schedule	LSP supported Backing Young People in Bristol initiative	Supported recruitment of young people to BCC apprenticeships programme	Craig Bolt	08/05/2012	02/08/2012
On schedule	Produce monthly monitoring report on the NEET and Not Known situation	Monthly reporting continues. All NEET young people receiving holistic assessment and action plan, with support in place to achieve goals. All NEET caseloads overhauled following BYL restructure to create smaller and more flexible groups	Craig Bolt	01/09/2010	02/08/2012
On schedule	Review Bristol Youth Links	LPW Bristol restructure completed in preparation for Spring 2012	Craig Bolt	01/09/2010	02/08/2012
<b>Current Status: Medium (4)</b>		<b>Previous Status: Medium (4)</b>		<b>Current Risk Severity: Medium</b>	
<b>Risk Champion: Craig Bolt</b>			<b>Current Risk Likelihood: Medium</b>		
<b>Risk Owner: Adam Carter</b>			<b>Review Note:</b>		

**CYPS - ALL RISKS (CRR and DRR)**

<b>Risk: Shortage of Primary School places in Bristol</b> Failure to provide enough Primary School places					<b>Risk Code: CRR043</b>	
<b>Inherent Status: High (6)</b>			<b>Inherent Risk Severity: High</b>		<b>Inherent Risk Likelihood: Medium</b>	
Date Identified: 01 Sep 2010			Service: Resource Planning and Performance			
<b>Mitigation records</b>						
Mitigation Status	Mitigation	Info	Responsible Person	Date Identified	Last Review Date	
On schedule	Complete DfE Surplus Place return	This is an annual process. Completion due by August 2012. Rated behind schedule due to staff sickness.	Catherine Filmer	01/09/2010	26/07/2012	
On schedule	Deliver outcomes identified in School Organisation Strategy - long term	Additional funding has been secured from central government: <ul style="list-style-type: none"> <li>• £18.3m for 11/12 additional basic needs;</li> <li>• £22.8m for 12/13</li> </ul> Annual funding from central government: <ul style="list-style-type: none"> <li>• £14.9m for 11/12 basic needs</li> <li>• £23.9m for 12/13</li> </ul> Additional funding approved by Cabinet: <ul style="list-style-type: none"> <li>• £20m Prudential borrowing</li> </ul> 3 Bristol schools have successfully applied for additional investment via the Priority School Building Programme. Bristol continue to lobby DfE due to there still being a £37m projected shortfall.	Michael Branaghan	28/07/2011	26/07/2012	
On schedule	Deliver outcomes identified in School Organisation Strategy - medium term	Feasibility for medium term agreed by Cabinet 21/7/11 subject to capital funding from central government. Cabinet approved expenditure for 2012, to create 370 extra reception places and 2380 additional primary places for 2012. Forecasts from 2013 will be identified in May/June 2012.	Michael Branaghan	17/05/2011	26/07/2012	
On schedule	Deliver outcomes identified in School Organisation Strategy - short term	Short term proposals approved by Cabinet 24/3/11. Working towards September 2012 projects.	Michael Branaghan	17/05/2011	26/07/2012	
<b>Current Status: Medium (4)</b>		<b>Previous Status: Medium (4)</b>		<b>Current Risk Severity: Medium</b>		<b>Current Risk Likelihood: Medium</b>
<b>Risk Champion: Craig Bolt</b>			<b>Risk Owner: Craig Bolt, Michael Branaghan</b>			
<b>Review Note:</b>						

<b>Risk: Serious Fraud</b> Prevention of mis-use of financial procedures					<b>Risk Code: DRR - CY011</b>	
<b>Inherent Status: Medium (4)</b>			<b>Inherent Risk Severity: Medium</b>		<b>Inherent Risk Likelihood: Medium</b>	
Date Identified: 01 Sep 2010			Service: Corporate Indicators - CYPS			
<b>Mitigation records</b>						
Mitigation Status	Mitigation	Info	Responsible 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	26/07/2012	
On schedule	Ensure guidance on password sharing is regularly circulated to staff	Ongoing measure throughout the year	Geraldine Mead	01/09/2010	26/07/2012	
On schedule	Ensure mandatory requirement for schools to submit budgets to LA for checking is enforced	Ongoing measure throughout the year	Geraldine Mead	01/09/2010	26/07/2012	
On schedule	Implementation and use of COPS ordering system	Now 93% (95% for schools) compliant across the council - limits people's ability to order off-contract.	Geraldine Mead	24/10/2011	26/07/2012	
On schedule	Monitor budgets monthly	Ongoing measure throughout the year	Geraldine Mead	11/11/2010	26/07/2012	
On schedule	Training programme in audit procedures for schools with identified training need	Ongoing measure throughout the year	Geraldine Mead	01/09/2010	26/07/2012	
<b>Current Status: Low (2)</b>		<b>Previous Status: Low (2)</b>		<b>Current Risk Severity: Medium</b>		<b>Current Risk Likelihood: Low</b>
<b>Risk Champion: Craig Bolt</b>			<b>Risk Owner: Geraldine Mead</b>			
<b>Review Note:</b>						

**CYPS - ALL RISKS (CRR and DRR)**

<b>Risk: Support to Children Looked After</b> To address risk of inadequate support					<b>Risk Code: DRR - CY017</b>	
<b>Inherent Status: Medium (4)</b>		<b>Inherent Risk Severity: Medium</b>		<b>Inherent Risk Likelihood: Medium</b>		
<b>Date Identified: 01 Sep 2010</b>				<b>Service: Children and Young People</b>		
<b>Mitigation records</b>						
Mitigation Status	Mitigation	Info	Responsible Person	Date Identified	Last Review Date	
On schedule	Identify ways in which the service for children on the edge of care can be improved	Review of children on the Edge of Care service complete March 2012. Multi Systemic Therapy (MST) project starting Sept 2012. Project on track	Jean Pollard	01/09/2010	03/08/2012	
On schedule	Reduce placement costs	Family Finding and Care Placements is a priority work area in the CYPS Target Operating Model.	Jean Pollard	01/09/2010	03/08/2012	
Completed	Social Work Practice Development	Social Work Practice launched May 2012	Jean Pollard	09/02/2011	03/08/2012	
<b>Current Status: Low (2)</b>		<b>Previous Status: Low (2)</b>		<b>Current Risk Severity: Medium</b>		<b>Current Risk Likelihood: Low</b>
<b>Risk Champion: Craig Bolt</b>				<b>Risk Owner: Jean Pollard</b>		
<b>Review Note:</b>						

<b>Risk: Business Transformation within CYPS</b> Failure to meet Corporate business transformation requirements					<b>Risk Code: DRR - CY023</b>	
<b>Inherent Status: High (6)</b>		<b>Inherent Risk Severity: High</b>		<b>Inherent Risk Likelihood: Medium</b>		
<b>Date Identified: 01 Sep 2010</b>				<b>Service: Corporate Indicators - CYPS</b>		
<b>Mitigation records</b>						
Mitigation Status	Mitigation	Info	Responsible Person	Date Identified	Last Review Date	
On schedule	Identify posts for deletion and take necessary action to progress and implement	In line with staff reduction targets. Ongoing work on achieving MTFP savings targets	Annie Hudson	01/09/2010	26/07/2012	
On schedule	Monitor delivery of benefits of Business Transformation Programme	Monitored monthly through the CYPS Programme Board	Annie Hudson	01/02/2012	26/07/2012	
<b>Current Status: Low (2)</b>		<b>Previous Status: Low (2)</b>		<b>Current Risk Severity: Low</b>		<b>Current Risk Likelihood: Medium</b>
<b>Risk Champion: Craig Bolt</b>				<b>Risk Owner: Annie Hudson</b>		
<b>Review Note:</b>						