


	Risk Description, Causes, Consequences and Horizon	Risk Owner	Current Risk Management Arrangements (Current Mitigation) Responsible officer (RO):	Status of Current Mitigation	Current Risk Like/Imp	Target Risk Like/Imp	Further Actions Required	Timeframe for Action	Responsible Officer for Action	Risk Review Period
1.	<p>Risk Description: The Directorate fails to ensure adequate safeguarding measures are in place</p> <p>Causes Lack of adherence to procedures, poor practice, lack of capacity.</p> <p>Consequences Culpable for harm or fatality of vulnerable adult or child. Litigation. Financial costs. Reputational damage.</p> <p>Horizon: Current and on-going</p>	MH	<p><u>Vulnerable Adults</u> Safe recruitment processes / Disclosure and Barring Service checks for staff working with vulnerable adults and monitoring of commissioned services is robust.</p> <p>Strong relationship with regional Quality Surveillance Group and Care Quality Commission. Six weekly meetings take place to collate intelligence to inform decision making around registered providers.</p> <p>Provider accreditation and Quality Assurance framework is in place for all providers.</p> <p>A Contracts and Quality Service Manager is in post and responsible for overseeing the quality of services delivered.</p> <p>Work with the Voluntary and Community Sector and Health watch to support our Quality Assurance function. RSVP has been commissioned to do this.</p>	<p>On schedule</p> <p>On schedule</p> <p>On schedule</p> <p>Action completed</p> <p>On schedule</p>	<p>Possible/ Critical</p> <p>(9) But reducing risk</p> 	<p>Unlikely/ Critical</p> <p>(6)</p>	<p><u>Vulnerable Adults</u> Implement the work plan to embed statutory processes and best practice outlined in the Care Act 2014. Monitor delivery via the Council's Change Programme and DLT Change Monitoring Group.</p> <p>Full roll out of updated approach to Making Safeguarding Personal to be completed following the successful recent pilot. This is now being utilised across a number of teams.</p> <p>Implementation of the Quality Assurance Framework for adults to include proposals to publish quality assurance reports.</p>	<p>31st Mar 2015 Crossed the line and requirements met; ongoing to refine.</p> <p>30th Nov 2015</p> <p>Slipped</p> <p>30th Sept 2015</p>	<p>Mike Hennessey</p> <p>Mike Hennessey</p> <p>Mel Rogers</p> <p>Mike Hennessy</p>	<p>Quarterly</p> <p>Quarterly reporting to SLT, Cabinet as part of normal business</p> <p>ELT to review quarterly as part of quarterly risk register review</p> <p>Annually</p>
		AC	<p>Safeguarding Adults Board maintain oversight; monitoring performance, quality and learning from serious incidents; delivers training and leads on key strategic priorities, providing scrutiny and challenge where required</p> <p><u>Vulnerable Children</u> The independently chaired Bristol Safeguarding Children Board maintains oversight; monitoring performance, quality and learning from serious incidents; delivers training and leads on key strategic priorities, providing scrutiny and challenge where required</p> <p>Thresholds guidance, accreditation and other key policies and Quality Assurance Frameworks implemented.</p> <p>Work with practitioners by effective use of continuing professional development, PMDS and supervision to</p>	<p>On schedule and ongoing</p> <p>On ongoing</p> <p>On ongoing</p> <p>On schedule</p>			<p>Review Safeguarding Adults Board Business Plan and Terms of Reference to include implementation and development of Early Help and Intervention services – targeting resources to meet need early, reducing cost and alleviating pressure on social care</p>			

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		NH	<p>ensure clarity of functions and understanding and implementation of best practice. Use of the professional capabilities framework to evaluate practice.</p> <p><u>Children</u> Comprehensive workforce development programme implemented. Children's Service Improvement Plan is focused on key areas for improvement for safeguarding & children in care. Overseen by an Improvement Board.</p> <p>A Child Sexual Exploitation Strategy led by the Bristol Safeguarding Children Board is in place and its effectiveness is being monitored.</p> <p><u>Housing - Reducing Homelessness</u> Working with private sector and voluntary and community sector providers to ensure an adequate supply of emergency accommodation for families. St Mungo's Broadway is commissioned to deliver outreach services to rough sleepers and a severe weather emergency protocol (SWEP) is in place to support rough sleepers if there is severe weather. Also working with providers to develop more PRS accommodation as move-on.</p> <p>Emergency accommodation to be put on framework contracts.</p> <p>Housing Advice – Website self-service information is available for people affected by homelessness. Advice and guidance is also available to citizens through the CSP at 100 Temple Street. More effective case management</p> <p>Ongoing location of a Social Worker in Housing Advice Team to respond to 16/17 year olds affected by homelessness. Joint working/training between Early Help and Housing Options is being monitored to ensure this interface is effective.</p> <p>On-going review of processes between housing/children families.</p>	<p>and ongoing</p> <p>On schedule and ongoing</p> <p>On schedule</p> <p>On schedule but signs of service pressure</p> <p>On schedule</p> <p>On schedule</p> <p>On schedule</p> <p>Ongoing</p>			<p><u>Homelessness</u> Develop commissioning process for emergency accommodation needs in longer term.</p> <p>Reduce average number of families temporarily housed in emergency accommodation per night.</p> <p>Reduce average moving on time in high support accommodation services.</p> <p>New Preventing Homelessness Board due to be put in place shortly with fresh action plan.</p> <p>New case management system</p> <p>Housing Strategy and Development is ongoing</p> <p>Bring into use surplus BCC property for temp emergency accommodation.</p>	<p>2016/17</p> <p>15/16</p> <p>Feb 2016</p> <p>Q1 15/16</p> <p>15/16</p> <p>15/16</p>	<p>Gillian Douglas</p> <p>Gillian Douglas</p> <p>Gillian Douglas</p> <p>Nick Hooper</p> <p>Carmel Brogan</p> <p>Carmel Brogan</p>	<p>Quarterly</p> <p>Annual</p> <p>Quarterly</p> <p>Quarterly</p> <p>Quarterly</p> <p>Quarterly</p>
2.	Risk description: An adult older or vulnerable person suffers avoidable death,	MH	Adherence to H&S requirements, risk assessments with adequate mitigations for risk in place.	Ongoing	Probable/ Significant	Possible/ Significant	Completion of Corporate H&S Management System (CHaSMS) by all managers	Sept 2015	Mel Rogers	Half Yearly

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	<p>serious injury or abuse whilst under the care of the Council</p> <p>Causes Lack of adherence to procedures, poor practice, lack of capacity.</p> <p>Consequences Culpable for harm or fatality of vulnerable adult. Litigation. Financial costs. Reputational damage.</p> <p>Horizon: Current and on-going</p>		<p>Out of Area Treatment Panel in place.</p> <p>Policy for dealing with inadequate services in place</p> <p>Compliance with care management policies / procedures. Social Workers are registered with HCPC, supervised and records kept. Active PQ programme in place for qualified staff. SW supervision in place and SW board focus on professional standards</p> <p>Emergency Duty Team work with Out of Hours Team to identify and pick up the care needs for the more vulnerable adults whose of care and/or support packages are at risk. This includes those with mental Health needs.</p> <p>Regular inspection and regulatory processes undertaken by CQC.</p>	<p>Ongoing</p> <p>Complete</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	(8)	(6)	<p>Adherence to professional standards, supervision, PMDS</p> <p>Monitoring visits by quality assurance officers have assisted in raising the standards with Care Homes.</p> <p>Care Management Review is ongoing</p>	Ongoing	Mike Hennessey	Quarterly
3.	<p>Risk description: Failure to meet corporate responsibilities to protect children in need and inadequate support to Children Looked After</p> <p>Causes Lack of adherence to procedures, poor practice, lack of capacity.</p> <p>Consequences Culpable for harm or fatality of vulnerable child. Litigation. Financial costs. Reputational damage.</p> <p>Horizon: Current and on-going</p>	AC	<p>Safeguarding processes robust and effective.</p> <p>Area social work re-modelled January 2015 to support best practice. Early Help services developed and clear pathways between services and parts of the system established.</p> <p>For children in care and Care Leavers some additional case-carrying capacity has been allocated.</p> <p>Comprehensive training programme.</p> <p>The Corporate Parenting Panel meetings regularly and provides scrutiny and challenge to the service</p>	<p>Ongoing</p> <p>Complete</p> <p>Currently being recruited (May 15)</p> <p>In place</p> <p>Ongoing</p>	Possible/ Critical (9)	Possible/ Significant (6)	<p>Improved performance reporting to the Bristol Safeguarding Children Board</p> <p>Further improve the quality of assessments and plans under the Children Services Improvement Plan.</p> <p>Re-modelling of children in care and Care Leaver services to improve size of caseloads and quality of through care services for young people</p> <p>Corporate Parenting Strategy and Pledge being reviewed</p>	<p>July 2015</p> <p>July 2016</p> <p>Dec 2015</p> <p>Sept 2015</p>	<p>Fiona Tudge</p> <p>Angela Clarke</p> <p>Ann James</p> <p>Karen Gazzard</p>	<p>Quarterly</p> <p>Monthly</p> <p>Quarterly</p> <p>Quarterly</p>
4.	<p>Risk Description: That a regulated service is rates 'Requires Improvement' or 'Inadequate' on inspection by the Care Quality Commission</p>	MH	<p>Social Workers registered with HCPC, supervised and records kept.</p> <p>Case Discussion Forum implemented.</p>	<p>Ongoing</p> <p>Ongoing</p>	<p>Probable/ Significant (8)</p>	<p>Probable/ Significant (8)</p>	<p>Identify areas of potentially poor performance and follow up with remedial action and/or action plan</p> <p>Monitor casework practice and other areas known to be on CQC inspection agenda.</p>	<p>Sept 2015</p> <p>15/16</p>	<p>Mike Hennessey</p> <p>Mike Hennessey</p>	<p>Quarterly</p> <p>Quarterly</p>

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	<p>(CQC).</p> <p>Causes Failure to have adequate facilities, staffing levels and training. Lack of monitoring procedures put in place.</p> <p>Consequences: Reputational risk to the authority.</p> <p>Horizon: Current and on-going</p>		<p>Support plans checked by Care Brokerage Team.</p> <p>Revised Care Management structure which more clearly identifies roles and responsibilities for teams and avoids the risk of silo approaches.</p> <p>Active Post qualification programme in place for qualified staff.</p> <p>As part of all quality monitoring, issues of concern are raised with providers and addressed in a timely fashion.</p> <p>Quality assurance visits undertaken as part of quality monitoring framework. A revised Quality Framework is at the consultation stage.</p> <p>A developed joint protocol with the Clinical Commissioning Group (CCG)</p> <p>Membership to the Quality Surveillance Group</p> <p>Regular liaison with the CQC</p>	<p>Ongoing</p> <p>In place</p> <p>Slipped</p> <p>In place</p> <p>In place</p> <p>In place</p> <p>In place</p>						
5.	<p>Risk description: Too many households being managed at high intervention or crisis level</p> <p>Cause: Lack of information, sign posting to services and support. Lack in opportunities to recognise deterioration or escalation of need. Lack of effective forecasting of high risk households, and tailored interventions</p> <p>Consequence: See above. Continued high cost and late interventions and poorer outcomes.</p> <p>Horizon: Medium term</p>	NH/AC	<p>Early intervention and further integration as an approach, and join up across partners is being actively promoted and pursued at Strategic Council and Partnership level. Recognition of the value of these services is acknowledged at Senior Leadership Team level.</p> <p>Early intervention offers opportunities for demand management, cost avoidance and savings, building resilience, drives wider system change and improves outcomes. Early intervention aligns with changes in policy derived from Better Care Fund and Care Act.</p> <p>Greater choice and control ensures individuals receive the right services to meet their needs thus promoting recovery or delaying deterioration and need of statutory services/thresholds being met.</p> <p>Early Help Teams, Family Intervention Team and Supporting Families Contracts are fully operational.</p>	<p>Ongoing</p> <p>In place</p>	<p>Probable/ Significant</p> <p>(8)</p>	<p>Unlikely/ Significant</p> <p>(4)</p>	<p>Mapping of opportunities for quick wins.</p> <p>Collaboration between Childrens and housing options to identify families at risk.</p> <p>Strategic scoping, internal & external</p> <p>Stakeholder analysis and engagement</p> <p>Business case being developed</p> <p>Better understanding of services being offered across partners and within the Voluntary Community Sector</p> <p>Applied programme will review opportunities for 'demand management' through EI.</p> <p>Development of information, advice and advocacy provision</p>	<p>Sept 2015</p> <p>Sept 2015</p> <p>Sept 2015</p> <p>Sept 2015</p> <p>Sept 2015</p> <p>No date set</p> <p>March2016</p>	<p>Nick Hooper</p> <p>Nick Hooper</p> <p>Nick Hooper</p> <p>Nick Hooper</p> <p>Nick Hooper</p> <p>Tara Dillon</p> <p>Gary Davies</p>	<p>Quarterly</p> <p>Quarterly</p> <p>Quarterly</p> <p>Quarterly</p> <p>Quarterly</p>

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			<p><u>Children & Families</u> Troubled Families Programme underpins preventative work and supports whole system approach.</p> <p>Bristol Youth Links Contracts are in place, targeting of the most vulnerable to receive services and support is being driven and monitored through regular contact monitoring.</p> <p>Funding for Home Adaptations and Healthy Home Zones cited as an effective EI mechanism</p> <p>Threshold guidance that supports decision making for all partners</p> <p>Managed pathways between different tiers of service provisions.</p> <p>Funded Learning for two year olds is in place with take up increasing.</p>	<p>In place</p> <p>In place</p> <p>In place</p> <p>In place</p> <p>In place.</p> <p>In place</p>			<p><u>Children & Families</u> Approval and implementation of Expanded Troubled Families Programme</p> <p>Implementation and development of Early Help and Intervention services – using additional DSG resource targeting resources to meet need early, reducing cost and alleviating pressure on social care. Triage case work progressing and effectiveness to be reviewed</p> <p>Number of SAFs (Single Assessment Framework) completed by the Early Help network to increase</p> <p>Publication and promotion of the Two Year Old Offer is ongoing</p>	<p>July 2015</p> <p>March 2016</p>	<p>Richard Lingard</p> <p>Richard Lingard</p>	<p>Quarterly</p>
6.	<p>Risk description: Failure to focus and prioritise resources to effect the changes necessary to ensure the equality of educational opportunities across all ages and all communities.</p> <p>Cause: Variation in needs of learners in different parts of the City. Variation in performance of City schools. Strong private education sector in adjacent environment.</p> <p>Consequences:</p>	PJ	<p>The City Council has an Education and Skills Service which is structured to enable Bristol City Council to both fulfil its statutory role of education provision and to ensure it can play a key role in education systems leadership and development across the City.</p> <p>The Trading with Schools Service is in place to provide support to schools in being self-improving and quality services. The service also provides a link between the Council and schools providing intelligence on schools performance and their contribution to achievement of the Council's statutory role of education delivery.</p> <p>Inclusion and equalities policies have been established but the need to develop a coherent Inclusion Strategy that will ensure robust focus on equality of access and outcomes has been established.</p> <p>The Children and Families Board meet six times each year and focus on improving outcomes, with strategic oversight of priority areas and taking joint action</p>	<p>On schedule and ongoing</p> <p>On schedule and ongoing</p> <p>On schedule and ongoing</p> <p>On schedule</p>	<p>Possible/Critical (9)</p>	<p>Unlikely/Critical (6)</p>	<p>Income generation strategy to be progressed.</p> <p>A coherent Inclusion Strategy to be developed to ensure equality of access and outcomes.</p> <p>A clear work plan for the Children and Families Board to be developed.</p>	<p>Sept 2015</p> <p>31/07/2015</p> <p>31/07/2015</p>	<p>Paul Jacobs/ Jackie Turner</p> <p>Paul Jacobs</p> <p>Paul Jacobs/ Angela Clarke</p>	<p>ELT to review quarterly as part of quarterly risk register review.</p> <p>Half Yearly</p> <p>Monthly</p>

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	Inequalities are not addressed. Schools do not improve fast enough in both GCSE and A levels. Impairment of life chances for Bristol citizens i.e. reduced earnings capacity/lifelong dependency on benefits. Divided City. Reputation tarnished. Horizon: Medium term		accordingly. Membership of the Board is periodically refreshed and their terms of reference agreed. Work programme being agreed. A Learning City Board has been established to strengthen school to school partnerships, focussing on outcomes and will focus on implementation of the recommendations following both the Education and skills Commission launch and the 14 – 19 action plans. It met for the first time in February 2015. Challenge groups are being set up. All aspects of education performance are regularly reviewed by the Directorate scrutiny commission. Links between Directorate scrutiny and that provided by the Learning City Board have been determined. A range of employment and skills opportunities for individuals from less privileged communities e.g. On Site; Apprenticeships, Work Placements; Community Learning and Skills are commissioned and delivered. These services help build social and economic inclusion through improved support and progression into work. The current infrastructure is largely dependent on external funding contracts that are not secure beyond July 2016 Learning City Programme is well underway.	On schedule On schedule In place Ongoing			Review of the action plan to implement recommendations following the 14 – 19 Review An effective plan to secure better outcomes for children in care and care leavers to be developed. Continual identification of additional services and funding streams that can be co-located with Employment and Skills to strengthen the viability of critical local services. Learning City action plan is implemented and regularly reviewed	In place and being monitored March 2016 Ongoing Ongoing	Paul Jacobs Paul Jacobs/ AngelaClarke Paul Jacobs Paul Jacobs	Ongoing Bi-Monthly
7.	Risk Description: Failure to deliver the Capital Programme. Risk of insufficient resources to meet medium and long term requirements including delivery of sufficient school places and development of affordable and other sub-market housing Cause: Increase in number of children needing school places. Increase in birth rate. Increase in number of people making Bristol their home putting pressure on school places. Consequences: Classes are not big	PJ NH	School Organisation Strategy is in place. Majority of schemes have been delivered on time and on budget. Continued engagement with delivery partners needed to ensure a high standard of delivery. The LA emphasis is on meeting the 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. Annual funding from central government is in place Additional funding has been secured from central government where possible. Monthly reports to Capital Program Board Quarterly reporting to the Assistant Mayor (People) Regular updates to DLT and SLT Affordable Housing Delivery Framework, overseen by AH Delivery Board	Ongoing Ongoing In place On schedule In place In place In place	Possible/ Critical (9)	Unlikely/ Critical (6)	Continued engagement with delivery partners. Ensure school properties are suitable and sufficient to meet curriculum needs Develop new Integrated Education & Capital Strategy for formal adoption through Learning City Partnership Communications plan to be developed and implemented New Affordable Housing Delivery Framework being developed	Ongoing Ongoing Sept 2015 Ongoing July 2015	Paul Jacobs Paul Jacobs Paul Jacobs Paul Jacobs Nick Hooper	Quarterly Annual Monthly Quarterly Quarterly

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	<p>enough. Increasing proportion of children not getting in to their first choice of schools. Impacting on Ofsted ratings.</p> <p>Horizon: Long term</p>						Revised ToR/governance for AHDB New Housing Strategy	July 2015	Nick Hooper	Quarterly
8.	<p>Risk description: Failure to achieve improvement in Educational Attainment</p> <p>Cause: Insufficient staffing levels. Staff are inadequately trained to meet the needs of the students. Lack of performance monitoring.</p> <p>Consequences: Percentage of Children's Centres rated good or better by Ofsted is below target</p> <p>Key stage 4 (age 16) attainment gap between pupils eligible for free school meals and non-free school meals is too great</p> <p>Horizon: Medium term.</p>	PJ	<p>There has been a sustained improvement in the education outcomes in the City and the percentage of schools judged to be good or better by Ofsted.</p> <p>The Learning in Education challenge group within Learning City will have an overview of education outcomes in the City.</p> <p>All schools causing concern have a clear action plan and are monitored closely. There is an increasing use of support from Teaching Schools and other local effective schools</p> <p>Annual Education Performance is monitored with reporting to DLT, SLT, Assistant Mayor (People) and Scrutiny.</p> <p>Schools Causing Concern is routinely reported to DLT and the Assistant Mayor (People).</p> <p>Trading With Schools (TWS) has been established as a trading entity within the Council since April 2013 and is responding to feedback from school customers on its service offer in planning for the future.</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>In place</p> <p>In place</p> <p>Ongoing</p>	<p>Possible/Critical (9)</p>	<p>Unlikely/Critical (6)</p>	<p>Focus on increasing the percentage of Children's Centres rated good or better by Ofsted</p> <p>Support the development of the Learning in Education and other challenge groups within Learning City.</p> <p>Focus on underperforming groups at all key stages</p> <p>Support the development of a coherent Teaching School offer</p> <p>Development of services and scoping for future delivery of the TWS service is ongoing</p>	<p>March2016</p> <p>July2015</p> <p>March2016</p> <p>Sept 2015</p> <p>March 2016</p>	<p>Paul Jacobs</p> <p>Paul Jacobs</p> <p>Paul Jacobs</p> <p>Paul Jacobs</p> <p>Paul Jacobs</p>	<p>Quarterly</p> <p>Bi-Monthly</p> <p>Quarterly</p> <p>Quarterly</p> <p>Quarterly</p>
9.	<p>Risk description: Number of young people Not in Education, Employment or Training (NEET)</p> <p>Causes: Potential increase as a result of the economic downturn</p> <p>Consequences:</p>	PJ to lead	<p>14-19 Action Plan in place and updated annually.</p> <p>Schools/Colleges have agreed to supply data on education offers and uptake.</p> <p>Contract with Bristol Youth Links providers has been improved to clarify data transfer and priority groups.</p> <p>Agreement for Engagement Workers to be available in schools/colleges on results day to ensure that GCSE</p>	<p>Ongoing</p> <p>In place</p> <p>In place</p>	<p>Possible/Critical (9)</p>	<p>Unlikely/Critical (6)</p>	<p>Implement action plan for care leavers aged 19, 20, 21 in education, employment or training monitored</p> <p>Negotiation and extension of Bristol Youth Links Contracts</p>	<p>March 2016</p> <p>May 2015</p>	<p>Jackie Turner</p> <p>Gary Davies</p>	<p>Monthly</p> <p>Annually</p>

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	High unemployment figures in 16-25 category. Increase in reliance on unemployment benefits. Lack of skilled workers to fill vacancies going forward. Horizon: Medium term.		pupils can find a course for September NEET drop in services established in all BYL locality areas and citywide drop in centre Pilot schemes in place to support care leavers. Closer working links established with Work Based Learning providers, Job Centre Plus advisers as well as post-16 providers.	In place Ongoing Ongoing			All NEET young people receiving appropriate support to achieve goals.	Ongoing	Jackie Turner	Half Yearly
10.	Risk description: Potential Unitary Charge Shortfall Cause: Declining pupil numbers Consequence: There is a potential significant shortfall in the Unitary Charge to be paid for PFI school buildings Horizon: To be paid over the remaining life of the PFI scheme (c. 25years).	PJ	DfE to reconsider current position as part of their next spending review DfE Surplus Place return completed Deliver outcomes identified in School Organisation Strategy – medium and long term Revised forecast model in use	Ongoing Complete Ongoing In place	Possible/ Critical (9)	Unlikely/ Critical (6)	Review of PFI funding plan has been commissioned Annual School Capacity and Places (SCAP) return prepared and submitted.	March 2016 September 2015	Paul Jacobs Paul Jacobs	Quarterly Annually
11.	Risk description: The Directorate fails to commission appropriately, and services do not meet the needs of the users/communities. Cause: Inadequate commissioning arrangements. Mechanisms are not in place to shape the market, and to fully consult/engage and understand needs of service users and communities. Consequences: Poor quality and	NM to lead	There is a key strategic work stream (Category Management) which is part of the Council wide transformation programme and through this there is improved consistency and practice across some key areas of commissioning in Adults. Strengthened governance in the People Directorate for commissioning in partnership continues to be developed via the Children & Families Board which brings together all major commissioning partners with a focus on preventive and early help services. All commissioning activity operates around the whole 'commissioning cycle' ensuring a strong understanding of demand and user need, comprehensive market analysis and development, and management of contractual relationships with internal and external providers. Use of the Enabling Commissioning Framework to	Ongoing Ongoing In place In place	Possible/ Critical (9)	Unlikely/ Critical (6)	Maintain market knowledge and awareness of available placements and fair pricing structures, including the publication of MPS (to ensure Care Act compliance where necessary) Undertake work to consider gateways and check points for commissioning across the Directorate, and to develop a virtual network of commissioners across People.	March 2016 September 2015	Netta Meadows Netta Meadows	Quarterly Annually

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	inefficient services. Unable to re-design services. Damage to reputation. Failure to secure value for money Horizon: Medium term		ensure that all commissioning is needs led and demand is appropriately analysed. All Procurement activity is compliant with the EU Procurement Regulations (where appropriate i.e. thresholds are met). Waivers are used where appropriate with the necessary authorisation in line with BCC procurement guidance. All goods and services are purchased via the ABW or Proactis (formerly Provide to Bristol) systems as appropriate. Service users are only accommodated with providers who have a signed contract with the Council and have been fully assessed/accredited. The quality of these services is monitored. A review of all current contracts has been undertaken across the Directorate to have greater awareness of where commissioning happens, and by whom. This has led to some further work being identified regarding the potential to create some "check points" and better sharing of technical commissioning experience across the Directorate	In place Ongoing Ongoing						
12.	Risk description: Inadequate response to an emergency or continuity challenge Cause: Failure to have adequate and up to date continuity plans in place. Lack of staff knowledge of plans and how to enact them. Consequences: Unacceptable disruptions to the delivery of critical services Horizon: Long term.	NM	To provide where appropriate, a direct service response under these plans. Support to Older People team (STOP) and the meals service in particular. Directorate and Critical Services, are identified, risk assessed and continuity plans reviewed and exercised regularly. Winter Pressures Planning, attendance at urgent care boards and contributions to development of service/capacity plans for whole system approach.	Ongoing On schedule On schedule	Possible/ Critical (9)	Unlikely/ Critical (6)	Critical Service Managers to attend mandatory business continuity training as and when appropriate	Ongoing	All Service Managers	
13.	Risk description: Major Information & Communications Technology (I&CT) project failure or non-delivery Cause:	AC/MH	Replacement of PARIS system for community care services with Liquidlogic: Children's social care system and Liquidlogic: Adult's social care system and ancillary finance systems Monitoring of Emergency Medical Services continues.	Complete Ongoing	Possible/ Critical (9)	Unlikely/ Critical (6)	Implementation of new system through care management project board, case management system	July 2015	Stephen Beet	Monthly

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	<p>Failure to develop appropriate project plan and agree to contract terms and conditions with supplier.</p> <p>Consequences: Lack of accurate record of users' service plans. Limited access to services that users require. Failure to provide treatment and adequate care to service users.</p> <p>Horizon: Medium term</p>									
14.	<p>Risk description: The Directorate fails to maximise opportunities afforded by the Change Programme.</p> <p>Cause: Costs outweigh benefits realisation. Pace of delivery is too slow. Insufficient resilience for continued delivery of services. Existing forecasts of demand growth are exceeded by reality due to cuts to other public services. Lack of resource, skill and experience in Project Management.</p> <p>Consequences: Opportunities not realised. Organisation remains unfit for purpose. Unplanned cuts in services result in reputational damage. Savings not realised in full. Interruptions to business continuity. Failure to meet statutory duties.</p>	JR	<p>Change Monitoring Group, led by the Strategic Director – oversees the Projects sat within the Directorate. The Group meetings monthly and is made up of People DLT. The Group monitors progress and reviews the effectiveness of the change projects including monitoring the level of savings.</p> <p>The Group consider the targeting of Project Resource to best maximise efficiencies.</p> <p>A Programme Manager leads the programme and project team.</p> <p>Regular review and consideration at Change Board and with PMO to ensure adequate scoping and resourcing of projects, maximising Corporate Resource</p> <p>Staff representation via Communications Group. Staff Briefings to promote shared objectives, drive Directorate join up and promote partnership working</p>	<p>In place</p> <p>In place</p> <p>In place</p> <p>In place</p>	<p>Possible/ Critical</p> <p>(9)</p>	<p>Unlikely/ Critical</p> <p>(6)</p>	<p>Project implementation ongoing.</p> <p>Engagement and maximisation of Applied Programme</p> <p>Address any organisational/cultural resistance to change through clarity of vision and strategy informed by evidence. Workforce development programme to incorporate culture change initiatives and strong communication of changes needed.</p>	<p>16/17</p> <p>Ongoing</p> <p>March2016</p>	<p>Netta Meadows</p> <p>John Readman</p> <p>John Readman</p>	Quarterly

	Risk Description, Causes, Consequences and Horizon	Risk Owner	Current Risk Management Arrangements (Current Mitigation) Responsible officer (RO):	Status of Current Mitigation	Current Risk Like/Imp	Target Risk Like/Imp	Further Actions Required	Timeframe for Action	Responsible Officer for Action	Risk Review Period
	Horizon: Short term – 1 – 3 years									
15.	<p>Risk description: Failure to deliver the Medium Term Financial Plan and deliver savings included the financial plan.</p> <p>Cause: Failure to achieve required savings. Inadequacy of cash resources. Demographic pressures. Pressure points are currently in demand for home care and nursing care and children's specialist commissioning</p> <p>Consequence: Savings not achieved. Budget not met. Financial shortfall. Unplanned reductions in services. Corporate objectives not met. Lack of organisational resilience. Failure to secure efficiencies and benefit realisation.</p> <p>Horizon: Short/Medium Term</p>	JR	<p>There is strong Directorate focus on delivering the savings in the financial plan. The Directorate has forecast a shortfall.</p> <p>The Budget is monitored monthly at DLT.</p> <p>The Finance Business Partner role is fully utilised to maximise all opportunities.</p> <p>Collaboration with external funders e.g. PCT/CCG, DoH.</p> <p>Maintain financial controls and governance arrangements</p> <p>Regular reporting and challenge of Assistant Mayor (People)</p> <p>Continue to work with health partners on Section 256 transfer agreements through Health and Wellbeing Board and other boards locally.</p> <p>Financial Diagnostic Review undertaken by EY</p> <p>Opportunities to promote independence reducing need for high cost support and/or care provision being developed through Bristol Retirement Living, Rehabilitation and Reablement and dementia care projects.</p> <p>Promoting independence is supported and promoted by the Care Act and Independent Living Fund projects.</p>	<p>In place</p> <p>In place</p> <p>In place</p> <p>In place</p> <p>Ongoing</p> <p>Complete</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Likely/ Critical</p> <p>(15)</p>	<p>Unlikely/ Critical</p> <p>(6)</p>	<p>Utilisation and allocation of reserves where possible and appropriate. Recharge/reclaim where appropriate.</p> <p>Identify sources of additional funding / resource</p> <p>Budget holders held to account for forecasting, overspend and underspend.</p> <p>Budget management actions agreed with budget holders and DMTs</p> <p>Resourced and prioritised action plan, to implement recommendations from EY Diagnostic.</p> <p>Implementation of:</p> <p>Rehabilitation & reablement</p> <p>Bristol Retirement Living and Extra Care Housing</p> <p>Dementia Care Home Partnership</p> <p>Newland Road</p> <p>Care Act</p>	<p>2015/16</p> <p>2015/16</p> <p>2015/16</p> <p>2015/16</p> <p>September 2015</p> <p>Through to 2018/19</p> <p>Dec 2015</p> <p>July 2015</p> <p>April2016</p>	<p>John Readman</p> <p>John Readman</p> <p>John Readman</p> <p>John Readman</p> <p>Netta Meadows</p> <p>Tim Wye</p> <p>Tim Wye</p> <p>Gillian Douglas</p> <p>Mike Hennessey</p>	<p>Quarterly</p> <p>Quarterly</p> <p>Quarterly</p> <p>Quarterly</p> <p>Monthly</p> <p>Quarterly</p> <p>Quarterly</p> <p>Quarterly</p>

	Risk Description, Causes, Consequences and Horizon	Risk Owner	Current Risk Management Arrangements (Current Mitigation) Responsible officer (RO):	Status of Current Mitigation	Current Risk Like/Imp	Target Risk Like/Imp	Further Actions Required	Timeframe for Action	Responsible Officer for Action	Risk Review Period
			<p>Focus on needs assessment, care and pathway planning and targeted support to children in care and care leavers offers opportunities for them to achieve independence and improved outcomes on leaving care, reducing demand and costs in other service areas into adulthood.</p> <p>Re-commissioning of Short Break provision for children promotes choice and control for children with disabilities and their families, underpinning the child centred approach.</p> <p>Gypsy, Roma Site Provision is being reviewed to increase local capacity. Negotiation with potential providers is underway.</p>	<p>Ongoing</p> <p>On schedule</p> <p>Ongoing</p>			<p>Independent Living Fund</p> <p>Services commissioned that will better meet the needs and target support for children in care and care leavers</p> <p>Recommissioning of short breaks provision</p> <p>Reduction in service of the Bush Residential Unit</p> <p>Closure of School Road</p> <p>Other opportunities are being explored</p>	<p>March2016</p> <p>July 2015</p> <p>30th Sept 2015</p> <p>April2015</p> <p>Ongoing</p>	<p>Angela Clarke</p> <p>Rebecca Cross</p> <p>Karen Gazzard</p> <p>Sheena Huggins</p> <p>John Readman</p>	<p>Quarterly</p> <p>Weekly</p>
16	<p>Risk description: The current providers of children and young people's community health services, including health visiting and school nursing, have given notice on their contract to end at 31/03/16. The new contract is currently being commissioned and due to commence 01/04/2017. These services are mandated nationally and must be delivered.</p> <p>Cause: Notice given by current provider not to extend contract until 2017</p> <p>Consequence: An interim provider must be secured to ensure continuous service provision.</p> <p>Horizon: Interim</p>	NM to lead from People	Interim provider's commissioners group has been organised led by Bristol CCG who are the lead commissioner. - Anne Colquhoun and Rebecca Cross attend this meeting.	On track	Possible/ Critical (9)	Unlikely/ Critical (6)	Interim bidder event held and three bids received. Negotiation meetings to be held to identify interim provider	July – Sept 2015	Anne Colquhoun Rebecca Cross	Sept 15

	Risk Description, Causes, Consequences and Horizon	Risk Owner	Current Risk Management Arrangements (Current Mitigation) Responsible officer (RO):	Status of Current Mitigation	Current Risk Like/Imp	Target Risk Like/Imp	Further Actions Required	Timeframe for Action	Responsible Officer for Action	Risk Review Period
	provider identified by August 2015 to commence service provision in April 2016.									