

	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
1	<p><b>Risk description</b> Failure to deliver the Medium Term Financial Plan and deliver savings included in the financial plan in the context of rising demand and reducing resources</p> <p><b>Cause</b> Inadequacy of cash resources. Demographic pressures. New statutory requirements on service eligibility (Care Act, Children and Families Act). Pressure points are currently in demand for home care and nursing care and children's specialist commissioning</p> <p><b>Consequence</b> 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><b>Horizon</b> Short/Medium term</p>	JR	There is strong Directorate focus on delivering the savings in the financial plan as against the forecast Directorate shortfall.	Ongoing	Possible/ Critical  (9)	Possible/ Critical  (9)	Mitigating actions reported in monthly Cabinet monitoring reports to manage in year spend pressures. DLT strengthening local monitoring, challenge and support through monthly review which will feed into the Corporate Delivery Working Group. InThe monthly reporting to the Cabinet Member on delivery of savings is additional to monthly budget review.	2017/18	John Readman + DLT
			The Budget is monitored monthly at DLT and there is also regular reporting to and challenge by the Cabinet Member for People	In place			Ensure via SLT and Cabinet that new Government funding for Social Care, Education and Special Educational Needs Reforms is allocated against relevant services	2017/18	John Readman
			The Finance Business Partner role is fully utilised to maximise all opportunities.	In place			Budget holders to be held to account for forecasting, overspend and underspend. Budget management actions to be agreed with budget holders and DMTs	2017/18	John Readman
			Collaboration with external funders e.g. PCT/CCG, DoH.	In place			Risks remain due to the complexity of projects being delivered and that we are out to formal consultation on a number of them eg Children's Centres and Supporting People. Consultation will complete by May and a further review of the risk score will be made.	2017/18	John Readman
			Maintain financial controls and governance arrangements Continue to work with health partners on Section 256 transfer agreements through the Health and Wellbeing Board and other boards locally. A resourced and prioritised action plan is in progress to implement recommendations from EY 2015 Financial Diagnostic.	In place Ongoing Complete			Other savings opportunities are being explored	Ongoing	John Readman
2	<p><b>Risk description</b> The Directorate fails to maximise opportunities afforded by the Change Programme</p> <p><b>Cause</b> 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><b>Consequences</b> 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> <p><b>Horizon</b> Short term 1-3 years</p>	JR	DLT review and oversee the projects which were approved by Change Board (which has been replaced by the Delivery Working Group) in August 2015 and which form the People Directorate Change Plan. Dedicated time is set aside in DLT every 4/6 weeks to monitor progress and review the effectiveness of the change projects including monitoring the level of savings. (DLT Savings Sessions)	In place	Possible/ Critical  (9)	Unlikely/ Critical  (6)	The DLT Savings Sessions will continue to manage the key projects and report to the Delivery Working Group and SLT as required.	Ongoing	John Readman
			A Programme Manager leads the programme and project team.	In place			Project implementation is now running. The resource plan was signed off by Change Board in August 2015. After a gap when Change Board did not meet in 2016, a new council wide Delivery Working Group has been established and highlight reports go to Change Board and there is a clear governance structure for all projects with some resources to support the delivery of the programme.	2017/18	Netta Meadows
3	<p><b>Risk description</b> Failure to deliver the Capital Programme. Risk of insufficient</p>	PJ	The Integrated Education & Capital Strategy was approved at the Learning City Board in January 2016 and is being implemented.	Ongoing	Possible/ Critical	Possible/ Critical	Continued engagement with delivery partners, particularly with the DfE regarding Free Schools.	Ongoing	Paul Jacobs

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	<p>resources to meet medium and long term requirements including delivery of sufficient school places</p> <p><b>Cause</b> 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</p> <p><b>Consequences</b> Classes are not big enough. Increasing proportion of children not getting their first choice of schools. Impacting on Ofsted ratings.</p> <p><b>Horizon</b> Long term</p>		<p>Majority of schemes have been delivered on time and on budget. Continued engagement with delivery partners needed to ensure a high standard of delivery.</p> <p>Annual funding from central government is in place</p> <p>Additional funding has been secured from central government where possible.</p> <p>Monthly reports to Capital Programme Board</p> <p>Regular reporting to the Cabinet Member for Education &amp; Skills, People DLT and SLT</p>	<p>Ongoing</p> <p>In place</p> <p>On schedule</p> <p>In place</p> <p>In place</p>	(9)	(9)	<p>Ensure school properties are suitable and sufficient to meet curriculum needs</p> <p>The risk remains given the dependence on national funding and specific route for meeting school place sufficiency in the context of an increasing population.</p>	Ongoing	Paul Jacobs
4	<p><b>Risk description</b> Inadequate response to an emergency or continuity challenge</p> <p><b>Cause</b> Failure to have adequate and up to date continuity plans in place. Lack of staff knowledge of plans and how to enact them</p> <p><b>Consequences</b> Unacceptable disruptions to the delivery of critical services</p> <p><b>Horizon</b> Long term</p>	MH/MF	<p>Directorate and Critical Services, are identified, risk assessed and continuity plans reviewed and exercised regularly.</p> <p>To provide where appropriate, a direct service response under the Corporate continuity plans. Support to Older People team (STOP) and the meals service in particular</p> <p>Winter Pressures Planning, attendance at urgent care boards and contributions to development of service/capacity plans for whole system approach.</p>	<p>Ongoing</p> <p>On schedule</p> <p>Ongoing</p>	Possible/ Critical  (9)	Unlikely/ Critical  (6)	<p>Critical Service Managers to attend mandatory business continuity training as and when appropriate</p> <p>The current review of the Meals Service needs to take into account any knock on impact this will have to continuity planning</p> <p>Winter plan for 17/18 to be completed Autumn 2017. The plan will be signed off at DLT and the Cabinet Member for People will be briefed</p> <p>A revised policy around provider failure is being developed to address responsibilities under the Care Act.</p>	<p>Ongoing</p> <p>Sep-17</p> <p>2017/18</p> <p>Aug-17</p>	<p>All Heads of Service</p> <p>Michele Farmer</p> <p>Tim Wye/ Stephen Beet</p> <p>Ros Cox</p>
5	<p><b>Risk Description:</b> The Directorate fails to ensure adequate safeguarding measures are in place resulting in harm or death to a vulnerable adult or child</p> <p><b>Causes</b> Lack of staff capacity and an increase in the number of cases, for example CSE cases due to better identification. Below standard record keeping</p> <p><b>Consequences</b> Culpable for harm or fatality of vulnerable adult or child. Litigation. Financial costs. Reputational damage.</p> <p><b>Horizon:</b> Current and on-going</p>	MH	<p><b>Adults and Children</b> Safe recruitment processes / Disclosure and Barring Service checks for staff working with vulnerable adults and monitoring of commissioned services is robust. Programme for updating DBS being implemented.</p> <p>The Safeguarding Boards (Adults and Children) is now managed by a single business unit which maintains oversight; monitoring performance, quality and learning from serious incidents; delivers training and leads on key strategic priorities, providing scrutiny and challenge where required. Recruitment for the Single Business Unit is completed except for a single Data Analyst post.</p> <p><b>Adults</b> Best practice outlined in the Care Act 2014 is embedded in processes which are monitored and refinements made to as needed.</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>The 'Quality Assurance Framework' is now embedded into contracts for Care Homes and Homecare and Community Support Services.</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>Complete</p> <p>On schedule</p>	Possible/ Critical  (9) but reducing	Unlikely/ Critical  (6)	<p><b>Adults and Children</b> Additional support to practitioners to improve the quality of record keeping and to manage waiting lists/case allocation.</p> <p>BSCB Business Plan for 2017/18 is to pick up the issues highlighted.</p> <p><b>Adults</b> The full roll out of updated approach to Making Safeguarding Personal has been completed. All relevant staff have been trained in the MSP approach and all tools are available.</p> <p>Improve the interface between safeguarding and the 3-tier model. Reduction in waiting lists.</p> <p>The original Quality Assurance Framework is now being revised to include learning and good practise from the initial phase.</p> <p>Developing better links with the Care Direct Service managed by Citizen Services and with Tenancy Support Officers.</p>	<p>In train</p> <p>Complete</p> <p>Ongoing</p> <p>Jun-17</p> <p>Jul-17</p>	<p>Fiona Tudge / Tracey Judge</p> <p>Mike Hennessey</p> <p>Mike Hennessey</p> <p>Ros Cox</p> <p>Mike Hennessey</p>

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		IS	<p>Thresholds guidance, accreditation and other key policies and Quality Assurance Frameworks are implemented, These are regularly reviewed in line with Care Assurance.</p> <p>Work with practitioners by effective use of continuing professional development, PMDS and supervision to ensure clarity of functions and understanding and implementation of best practice. Use of the professional capabilities framework to evaluate practice</p> <p><b>Children</b> An Early Help Service is now in place for children's services using a triage process to ensure that needs are met early, costs are minimised and pressure on social care is reduced. Comprehensive workforce development programme implemented.</p> <p>The Children's Service Improvement Plan Year 2 is in place and is focused on key areas for improvement for safeguarding, children in care and care leavers. Implementation of the plan is overseen by an Improvement Board which meets monthly.</p> <p>Working closely with the Police on PREVENT and Street Conflict.</p>	<p>Ongoing</p> <p>On going</p> <p>On going</p> <p>On schedule and ongoing</p> <p>On going</p>			<p>Update the prevention strategy</p> <p>Monitoring of performance and practice review. Supporting practitioners with the quality of record keeping and ensuring the safety of support conversations</p> <p><b>Children</b> The continuing refinement and use of Predictive Analytics to try to identify needs at the earliest stage.</p> <p>Review recruitment and retention policy with a few to planning more strategically</p> <p>Continuing to work together with partner agencies, particularly the Police, on high profile operations</p>	<p>Jun-17</p> <p>Ongoing</p> <p>Mar-17</p> <p>Jun-17</p> <p>Ongoing</p>	<p>Mike Hennessey</p> <p>Mike Hennessey</p> <p>Jane Griffiths</p> <p>Angela Clarke</p> <p>Ian Smith</p>
6	<p><b>Risk Description:</b> An adult older or vulnerable person suffers avoidable death, serious injury or abuse whilst under the care of the council.</p> <p><b>Causes</b> Lack of adherence to procedures, poor practice, lack of staff capacity due to recruitment and retention issues</p> <p><b>Consequences</b> Culpable for harm or fatality of vulnerable adult. Litigation. Financial costs. Reputational damage.</p> <p><b>Horizon:</b> Current and on-going</p>	MH	<p>Adherence to H&amp;S requirements, risk assessments with adequate mitigations for risk in place.</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 CPD framework in place for qualified staff. SW supervision in place and SW board focus on professional standards. Recruitment of social workers to address gaps in establishment launched in Feb 2017.</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>Ongoing</p> <p>Complete</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Probably Significant (8)</p>	<p>Possible/ Significant (6)</p>	<p>Completion of Corporate H&amp;S Management System (CHaSMS) by all managers</p> <p>Safe recruitment processes / Disclosure and Barring Service checks for staff working with vulnerable adults and monitoring of commissioned services is robust. Programme for updating DBS being implemented.</p> <p>Care Management Review</p> <p>A principal social worker has now been appointed. An enhanced award and recognition package for the Approved Mental Health Professional service to retain good staff and reduce risks to vulnerable adults.</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Completed</p>	<p>Rob Logan</p> <p>Mike Hennessey</p> <p>Mike Hennessey</p> <p>Mike Hennessey</p>
7	<p><b>Risk description</b> Failure to meet corporate responsibilities to protect children in need and inadequate support to Children in Care and Care Leavers</p> <p><b>Causes</b> Huge increase in demand and complexity in cases resulting in a lack of capacity/insufficient placements locally unable to meet the needs of Children in Care. Vacancy management and other payment</p>	IS	<p>Safeguarding processes robust and effective.</p> <p>Performance of the service is regularly reported to the Bristol Safeguarding Children Board. Ongoing program of audits, this has included an audit of S20 cases (Kate and Maria and IRO cases audited).</p>	<p>Ongoing</p> <p>In place</p>	<p>Possible/ Critical (9)</p>	<p>Possible/ Significant (6)</p>	<p>Cases that no longer meet the current threshold will be reviewed and closed.</p> <p>Children in Care cases will be audited to ascertain whether the number of looked after children can be reduced/ This is an ongoing program. The turnaround project recently established aims to support more children to return safely to their home. Active recruitment of social workers to ensure posts are filled quickly. Work with HR to improve a recruitment pathway.</p>	<p>Jun-17</p> <p>Jun-17</p>	<p>Ian Smith</p> <p>Ian Smith</p>

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	restrictions reduce capacity and ability to deliver statutory services to safeguard and support Children In Need and Children in Care. <b>Consequences</b> Culpable for harm or fatality of vulnerable child. Litigation. Financial costs. Reputational damage. Regulatory enforcement action. <b>Horizon</b> Current and on-going		Children in care and Care Leaver services have now been remodelled which has improved management oversight and the quality of Through Care Services for Young People. Case Loads remain high in comparison to our statistical neighbours.  The Children's Services Improvement Plan is in place in order to improve the quality of assessments and plan. Comprehensive training programme.  The Corporate Parenting Panel meeting regularly and provides challenge to the service	In place  Ongoing  In place  Ongoing					
8	<b>Risk description</b> That a regulated service is rated 'Requires Improvement' or 'Inadequate' on inspection by the Care Quality Commission (CQC). A non regulated service is subject to concerns about quality or safety. <b>Causes</b> Failure to have adequate facilities. Staffing levels and training. Lack of monitoring procedures put in place. <b>Consequences</b> Reputational risk to the authority <b>Horizon</b> Current and on-going	MH	Social Workers and Occupational Therapists are registered with HCPC, supervised and records kept.  Case Discussion Forum implemented.  Support plans checked by Care Brokerage Team  Revised Care Management structure which more clearly identifies roles and responsibilities for teams and avoids the risk of silo approaches  Active Post qualification programme in place for qualified staff  As part of all quality monitoring, issues of concern are raised with providers and addressed in a timely fashion  Quality assurance visits undertaken as part of quality monitoring framework. A revised Quality Framework is at the consultation stage.  A joint protocol with the CQC is now in place and there is regular liaison. Regular meetings of the Quality Surveillance Group Joint consultation with the NHS regarding new contracts has taken place.	Ongoing  Ongoing  Ongoing  In place  In place  In place  In place  In place  In place	Probable/ Significant  (8)	Possible/ Significant  (8)	People DLT to receive a quarterly report of in house services inline with CQC inspections.  Monitor casework practice and other areas known to be on CQC inspection agenda.	Ongoing  2017/18	Mike Hennessey  Mike Hennessey
9	<b>Risk description</b> Loss of funding in Early Intervention resulting in too many households being managed at high intervention or crisis level and more demand being placed on universal providers <b>Cause</b> Lack in opportunities to recognise deterioration of escalation of need and the need for funding to support early intervention <b>Consequence</b> See above. Continued high cost and late interventions and poorer outcomes. This would result in an increase in demand on children and family and adult services due to lack of early intervention. <b>Horizon</b> Medium term	MF	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.  Working with partners in the city to create a new model and embed Early Intervention across the city. The implementation of 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.  Early Help Services and Contracts are fully operational  The expanded Troubled Families Programme underpins preventative work and supports whole system approach. This programme is funded up until 2020.  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.  Funded Learning for two year olds is in place with take up increasing.	Ongoing  Ongoing  In place  Ongoing  In place  Ongoing  In place	Probable/ Significant  (8)	Probable/ Significant  (8)	Remodelling of Children's Centres and Family Support is in progress  Review and creation of managed pathways between different tiers of service provisions.  Recommissioning of Supporting Families Contracts where appropriate  Implementation of the 3-tier model  Consider alternative sources of funding/ways of working to mitigate against the loss of DSG funding.  Review and recommissioning of the Targeted Youth Support Services  Publication and promotion of the Two Year Old Offer	2017  Throughout 2017  Jun-17  Throughout 2017  Throughout 2017  Jun-17  Ongoing	Michele Farmer  Michele Farmer  Jane Griffiths  Michele Farmer  Michele Farmer  Michele Farmer  Sally Jaeckle

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10	<p><b>Risk description</b> Failure to ensure the equality of educational opportunities across all ages and all communities to deliver continued improvement in Educational attainment and reduce the number of young people Not in Education, Employment or Training (NEET)</p> <p><b>Causes</b> Variation in needs of learners Variation in performance of City schools. Strong private education sector in adjacent environment. Insufficient staffing levels and/or adequately trained staff Lack of performance monitoring. Economic downturn.</p> <p><b>Consequences</b> 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.</p> <p><b>Horizon</b> Medium term</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 to 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. An income strategy is in place.</p> <p>Alternative Learning Commissioning Plan is in place</p> <p>SEND Development Plan is being implemented</p> <p>A new Children and Families Strategy for 2016-20 setting out top priorities for the City with key partners was signed off at Cabinet in November.</p> <p>The Children's Services Improvement Plan Year 2 is in place and being implemented to secure better outcomes for children in care and care leavers and is monitored by the Improvement Board.</p> <p>A Learning City Board has been established to strengthen school to school partnerships, focussing on outcomes. And, an Excellence in Schools group within the Learning City partnership has been established to bring coherence to schools partnerships in the City.</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 with reporting to DLT and the Cabinet Member for Education &amp; Skills. There is an increasing use of support from</p> <p>All aspects of education performance are regularly monitored by reporting to DLT, SLT and Cabinet Member for Education &amp; Skills and reviewed by the Directorate Scrutiny Commission. Links between</p> <p>14-19 Action Plan in place and updated annually.</p> <p>Action plan for care leavers aged 19, 20, 21 in education, employment or training monitored.</p> <p>Schools/Colleges have agreed to supply data on education offers and uptake.</p> <p>Negotiation and extension of Bristol Youth Links Contracts. The contracts has been improved to clarify data transfer and priority groups and NEET drop in services have been established in all BYL locality areas and citywide drop in centre</p> <p>Agreement for Engagement Workers to be available in schools/colleges on results day to ensure that GCSE pupils can find a course for September</p> <p>Pilot schemes in place to support care leavers.</p> <p>Closer working links established with Work Based Learning providers, Job Centre Plus advisers as well as post-16 providers.</p>	<p>On schedule and ongoing</p> <p>On schedule and ongoing</p> <p>Complete</p> <p>On schedule</p> <p>On schedule</p> <p>On schedule</p> <p>Ongoing</p> <p>Ongoing</p> <p>On schedule</p> <p>Ongoing</p> <p>In place</p> <p>In place</p> <p>In place</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Possible/ Critical  (9)</p>	<p>Unlikely/ Critical  (6)</p>	<p>Focus on underperforming groups at all key stages and increasing the percentage of Children's Centres rated good or better by Ofsted. A coherent Teaching School offer now in place and meeting regularly to develop the offer.</p> <p>Develop the governance and business model for further Trading with Schools in the context of the Bristol Companies model and in partnership with schools</p> <p>A SEND Partnership Group is overseeing development and progress towards a SEND Vision and reviewing progress.</p> <p>The Children's Services Improvement Plan Year 2 to be signed off at Cabinet and completed.</p> <p>The Learning City Challenge Groups need to embed and wider communication and engagement secured with partners and more widely with citizens.</p> <p>All NEET young people receiving appropriate support to achieve goals</p>	<p>Ongoing</p> <p>Jun-17</p> <p>Sep-17</p> <p>Jul-17</p> <p>Jul-17</p> <p>Ongoing</p>	<p>Paul Jacobs</p> <p>Paul Jacobs</p> <p>Annette Jones/Carol Watson</p> <p>Paul Jacobs / Ian Smith</p> <p>Paul Jacobs</p> <p>Paul Jacobs</p>
11	<p><b>Risk description</b> Potential unitary charge shortfall.</p> <p><b>Cause</b> Declining pupil numbers</p> <p><b>Consequence</b> There is a significant shortfall in unitary charge to be paid for PFI</p>	PJ	<p>DfE to reconsider current position as part of their next spending review</p> <p>DfE Surplus Place return completed</p> <p>The Integrated Education &amp; Capital Strategy was approved at the Learning City Board in January 2016 and is being implemented.</p>	<p>Ongoing</p> <p>Complete</p>	<p>Possible/ Critical  (9)</p>	<p>Unlikely/ Critical  (6)</p>	<p>Strengthened oversight of PFI schemes within the People Directorate.</p>	<p>Ongoing</p>	<p>Rob Logan</p>

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	schools buildings <b>Horizon</b> To be paid over the remaining life of the PFI scheme (c.25 years)		External review of PFI complete and report recommendations are being implemented. A report is being developed for SLT including the risk to the Council and schools and costs involved.  Revised forecast model in use	Ongoing  In place					
12	<p><b>Risk description</b> The Directorate fails to commission appropriately, and services do not meet the needs of the users/communities</p> <p><b>Cause</b> 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. Lack of providers in the market</p> <p><b>Consequences</b> Poor quality and inefficient services. Unable to re-design services. Damage to reputation. Failure to secure value for money. Provider failure.</p> <p><b>Horizon</b> Medium term</p>	NM to lead	<p>The Council has an 'Enabling Commissioning' approach - a commissioning framework which requires all commissioning activity to operate around the whole 'commissioning cycle' (Analyse, Plan, Do, Review) enabling a strong understanding of demand and user need, comprehensive market analysis and development, and rigorous management of contractual relationships with internal and external providers.</p> <p>The framework also provides decommissioning guidance for planning and managing a service reduction or terminating services in line with commissioning objectives.</p> <p>The provision of commissioned services is monitored to ensure the continued quality and delivery of those services. Where performance monitoring suggests services are not to standard, the delivery mechanism for those services is reviewed and appropriate action taken.</p> <p>Commissioning intentions/ forward programme and a consolidated list for major projects published on the website, available via the new etendering system Proserve and updated quarterly. In addition, commissioners and the procurement team are involved in early market engagement activities on a project by project basis and publishing more frequently "future opportunities" on the Contracts Finder site.</p> <p>The City Council has reorganised, with renewed focus on commissioning in the largest directorate (People).The Corporate Procurement Team supports commissioning officers, both in the technical procurement aspects of commissioning, but also to understand market shaping and ensuring contracting processes are transparent and fair, facilitating the involvement of the broadest range of suppliers. Market dynamics. The team also disseminates commissioning and procurement best practice, lessons learned and provides guidance/advice in respect of the EU, National and BCC procurement regulations.</p> <p>Joint commissioning opportunities are always considered in order to bring together other major commissioning partners both within the city and with neighbouring Councils. This is enabled via the Health &amp; Wellbeing Board and the Children's &amp; Families Board West of England Local transport Body etc.</p>	<p>In place</p> <p>In place</p> <p>Ongoing</p> <p>Ongoing</p> <p>In place</p> <p>Ongoing</p>	<p>Possible/ Critical  (9)</p>	<p>Unlikely/ Critical  (6)</p>	<p>Develop our ability to market manage services and to respond to the changing dynamics of the provider market (irrespective of sector). This can be achieved by:</p> <ul style="list-style-type: none"> <li>Improved commissioning intentions, with consideration of how we disclose our intentions to the market.</li> <li>Ensuring we always have clear commissioning strategies that articulate our future demands for service provision.</li> <li>Where applicable publish commissioning intentions which are regularly updated.</li> </ul> <p>Review of initiatives and whether new etendering system is embedded and used to actively monitor and manage contracts across the Council.</p> <p>Continue to ensure that all commissioners use and understand the Enabling Commissioning Framework via the introduction of "checkpoints" to ensure consistency, best practice and appropriate strategic connections and look at specific opportunities recent commissioning reorganisation presents (eg overlap between homeless, drug and social care low level support services).</p> <p>Several major commissioning projects are underway: home care is being completed; a care home framework will shortly go live and a Community Support Services tender is underway. These 3 areas together cover the majority of the activity in social care commissioning. Processes are also underway (at earlier point) on homelessness and drug support services. It is intended that increased market stability will be delivered through the major retenders being currently undertaken.</p> <p>Consideration/ further work needs to take place in regard to the 50% reduction in procurement to mitigate against this risk. This includes embedding self service procurement systems and refocussing of strategic commissioning to ensuring procurement is compliant with regulations</p> <p>Consideration needs to be given to the annual price uplift. Currently, Bristol Pays less for care services (most notably home care) than neighbours and this may be unsustainable in a competitive market with small overheads. Prices may need to be reviewed to ensure capacity but this will cause financial pressure unless demand can be managed in alternative ways</p> <p>A Commissioning &amp; Procurement Group (CPG) has been established which will review projects and categories of spend across the Council to ensure opportunities for savings are captured as services are commissioned and contracts come up for renewal.</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Mar-17</p> <p>Ongoing</p>	<p>Tim Wye/ Rob Logan/ Netta Meadows/ Bridget Atkins</p> <p>Tim Wye/ Rob Logan/ Netta Meadows/ Bridget Atkins</p> <p>Tim Wye/ Rob Logan/ Netta Meadows/ Bridget Atkins</p> <p>Tim Wye/ Rob Logan/ Netta Meadows/ Bridget Atkins</p> <p>Tim Wye/ Rob Logan/ Netta Meadows/ Bridget Atkins</p> <p>Netta Meadows</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
							Develop use of the digital services infrastructure including the Citizen Account (once developed) to ensure we have info to better understand service user needs to inform our strategies.	Ongoing	Netta Meadows