Appendix D - Risk Assessment

										Current Risk Level				Risk Tolerance						Escalation					Audit Trail					
Ref/ID (risk)	Risk Description	Key Causes	Key Consequence	Status	Risk Category	Risk Owner	Key Mitigations	Direction of travel	Equalities related risk?	Likelihood	Impact	Risk Rating	Monetary Impact of risk £K	Likelihood	Impact	Risk Rating	Date	Actions to be undertaken (Include dates as appropriate)	Resp. Officer	Escalated to: DRR/CRR	Escalated by:	Date	Corporate Strategy Theme	Portfolio Flag	Date risk identified	Directorate Flag	Date Risk Closed	Closed by:	Amends / Updates Completed Date:	By:
R001	Current placements for the three children displaced by the closure of St Christopher's are not sustainable long term and must change.	There is no provision in Bristol	This is at a significant cost to the local authority as well as offering inconsistency of care to the children and young people.	Open	Service Provision	Kate Markley	Increasing capacity in Bristol via this model is the most cost effective and sustainable model long term through an in-house model instead of privately run home. This meets immediate demand and reduces risk as well as addressing the placement sufficiency long term where the Service expects an increase to children in care numbers for this cohort over time.	^	Y	4	7	28		2	1	2									Jul-19					
R002	There is a risk that increasing the re-profiling Children's Home project scope to deliver Fiveways (disabled children's home) using capital budget	CLB instruction following mandate	will impact project plan and ability to deliver all 8 homes as planned and may require more Capital investment later in the programme.	Open	Financial Loss/ Gain	Ann James	FBC has commissioned next stage of design works for the scheme so we know most accurate build cost. A proposal to drawdown up to £500,000 of the unallocated children's home capital reserve as contingency for the project to deliver both schemes and account for any unexpected cost that might come out of the final stages of design and condition reports. Alternatively the funding would need to come from the existing budget - Capital Children's Residential Programme, which has already been allocated to open 8 homes across the city. The impact of this would result in one less home than expected.	v	N	2	5	10	tbd	1	3	3									Jun-20					
R003	There is a risk relating to the continued impact of covid-19 and the second wave of the pandemic: -Site activity stops and availability of suppliers reduces -Economic repercussions faced by industries (manufacture and construction) we are reliant on to deliver -Increased pressure and competing priorities in the services to deliver the new home as planned	Covid-19 pandemic restrictions are implemented again or there are less suppliers operating who can deliver the build.	This would mean we can't find suitable suppliers and procurement takes longer. Site works may stop due to increased measures around social distancing. Most activity is reliant on the service and suppliers capacity. How this risk may influence their ability to deliver is beyond the projects control somewhat. Overall delivery would take longer than usual and we may have to spend more on refurbishment in the long run.	Open	Financial Loss/ Gain	Ann James	There is little opportunity to fully mitigate this risk as the status is changeable and the scale of the impact is unpredictable. For the most part, the risk has to be accepted. Staff will endeavour to maintain momentum within the parameters of their control. The situation is being closely monitored corporately with regular communication with SRO and Project Board. It is important to note that due to the nature of the project, any activity on site would likely halt and ultimately could mean severe delays to opening new homes until restrictions are lifted.	<>		4	7	28		3	7	21									Jun-20					
R004	There is a risk that OFSTED do not approve the registration of the new home which causes delay to opening.	OFSTED deem the property inappropriate or staffing not sufficient.	Resulting in an inability to open children's homes to plan. Likely that further works will be required to adjust the homes t meaning increase in costs and delays.	Open	Service Provision	Kate Markley	This is a very low risk because early discussions with OFSTED have taken place and they are in support of a move on plan for the three children. There will be a continuing dialogue as the project progresses to ensure they are happy with the new provision in terms of specification and location and the proposed staffing model. This will be modelled on the new homes we have opened to date, where we have received very positive feedback.	v	Y	1	3	3		1	1	1									Jun-20					
R005	There is a risk that local community and residents near to the proposed location of the new children's home raise objections.		Resulting in a delay in a home being able to open whilst these are addressed.	Open	Service Provision	Ann James	Early engagement with local councillor and consultation with residents as soon as a site is agreed and proceedable.	v		2	3	6		1	3	3									Jun-20					
R006	Cost avoidance is based on maintaining 90% occupancy in the home. If this is not maintained the home would not deliver the cost avoidance outlined in the proposal.	Change in circumstances for the YP placed in the home. Or demand does not increase as expected.	The home would not deliver expected cost avoidance	Open	Financial Loss/ Gain	Ann James	Trajectory for demand is expected to increase steadily in the coming years. Another option to maintain occupancy is by placing children from other neighbouring authorities in the home. Expressions of interest have been received from other LA's where demand is high, which could contribute to maintaining the home. Costs £250,000 per placement which could go back into maintaining the new home	v		2	5	10		1	3	3									Sep-20					
R007	There is risk of not recruiting sufficient staff, in particular residential managers.	This is due a number of factors: *candidates that are not appointable *candidates do not match criteria *insufficient applications	Resulting in a delay to opening the new home	Open	Service Provision	Kate Markley	Publicity and recruitment campaigns have been used successfully in the Re-profiling children's homes project that could be adopted for this new home. Some roles have already been recruited. 1x Deputy Manager and 3x Residential workers have been recruited to respond to the immediate care needs for these children in their current placements. Admin support not included with plans to extend duties of existing 4x administrators who deliver a business management function across current children's homes.	<>	N	2	5	10		1	5	5									Sep-20					