






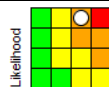

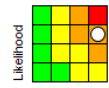

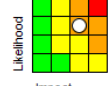
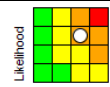

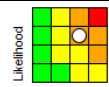







Appendix A – People Risks from Corporate Risk Register as at December 2022

Threat Risk Performance Summary

Risk	Q4 Rating	Q4 Matrix	Q1 Rating	Q1 Matrix	Q2 Rating	Q2 Matrix	Q3 Rating	Q3 Matrix
CRR9 - Safeguarding Vulnerable Children	21 		21 		21 		21 	
CRR51 - Risk that ASC financial unsustainability due to national and local pressures leads to a failure to deliver statutory duties and budgetary control							21 NEW RISK	
CRR53 - Risk that increased social worker and occupational therapist vacancies and sickness rates will result in vulnerable adults' care being compromised							20 NEW RISK	
CRR39 - Adult and Social Care major provider/supplier failure	21 		21 		20 		20 	
CRR45 - Failure to deliver statutory duty in respect of Children	9 		9 		15 		15 	
CRR10 - Safeguarding Adults at Risk with Care and support needs	21 		15 		15 		15 	

External and Civil Contingency Risk Summary

Risk	Q4 Rating	Q4 Matrix	Q1 Rating	Q1 Matrix	Q2 Rating	Q2 Matrix	Q3 Rating	Q3 Matrix
BCCC5 - Cost of Living Crisis impact on Citizens and Communities			28 NEW RISK		28 		28 	

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Risk	Q4 Rating	Q4 Matrix	Q1 Rating	Q1 Matrix	Q2 Rating	Q2 Matrix	Q3 Rating	Q3 Matrix
BCCC4 - Winter diseases including COVID-19 and Flu (formerly COVID-19 Population Health)	15 		15 		9 		9 	

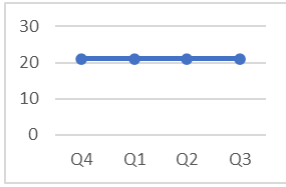
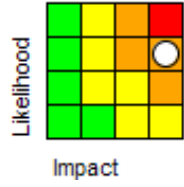
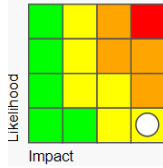
Closing/De-escalating Risks

Risk	Q4 Rating	Q4 Matrix	Q1 Rating	Q1 Matrix	Q2 Rating	Q2 Matrix	Q3 Rating	Q3 Matrix
CRR51e - Impact of Adult Care Charging Reforms Legislation					21 NEW RISK		7 Risk De-escalating	
CRR23 - Adult and Social Care (ASC) Transformation Programme 2020/21-2021/22	15 		15 		15 		Risk Replaced	Risk Replaced
CRR36 - Risk to delivering required improvements from Ofsted/CQC SEND Inspection	10 		10 		10 		6 Risk De-escalating	

Risk Trend Key


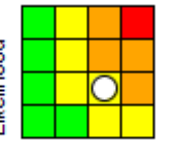
Arrow	Description
	The risk rating has improved from the previous quarter, having reduced in its severity.
	The risk rating has deteriorated from the previous quarter, having increased in its severity.
	The risk rating has not changed from the previous quarter.

Threat Risks

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level																											
<p>Risk Title: CRR9 - Safeguarding Vulnerable Children</p> <p>Description: The council fails to prevent increased risk of harm to children, resulting in harm or death to a vulnerable child.</p>	<p>Constant</p> 	<p>21</p> <p>Likelihood = 3 Impact = 7</p>		<p>7</p> <p>Likelihood = 1 Impact = 7</p>																											
<p>Risk Causes:</p> <ul style="list-style-type: none"> -Demand for services exceeds service capacity and capability. -Inadequate controls result in harm. -Increase in child protection, complex safeguarding risks, criminal exploitation, serious youth violence and gang affiliation. -Hidden harm resulting from periods of lockdown, increased stress in families and service disruption during COVID -Placement failure due to COVID infection across children’s home or fostering households. -An increase in demand of 6% evident across care population - specific pressures are clear for teenagers and unaccompanied children requiring our care <p>Risk Consequences:</p> <ul style="list-style-type: none"> -Harm - serious injury or death of a children -Regulatory enforcement action -Litigation -Other unpredicted financial cost to the Local Authority 	<p>Existing Controls</p> <p>Control</p> <ul style="list-style-type: none"> • DCS quarterly assurance report to Corporate Leadership Board and action taken to address areas for improvement • Inspections and Peer Reviews - Recent inspection activity (Inspection of Local Authority Children’s Services) and peer review indicates that progress has been made across services in ensuring children/adults are safeguarded. (Sep 2018 and Dec 2021) • Quality assurance and performance framework in place and reported on at regular intervals through to cabinet members and Scrutiny – which has been strengthened recently. • The Keeping Bristol Safe Board provides independent scrutiny of children’s safeguarding and safer communities’ arrangements in the city and holds BCC and partner agencies to account. • Strategic Risk assurance 					<p>Mitigating Actions</p> <table border="1"> <thead> <tr> <th>Action Title</th> <th>Due Date</th> <th>Progress</th> </tr> </thead> <tbody> <tr> <td>Reviewing areas of specific vulnerability and implementing improvements</td> <td>December 2022</td> <td>61%</td> </tr> <tr> <td>Reviewing national serious case reviews on the back of recent high profile child deaths through multiagency safeguarding arrangements</td> <td>December 2022</td> <td>30%</td> </tr> <tr> <td>Additional training in relation to professional curiosity</td> <td>Sept 2022</td> <td>81%</td> </tr> <tr> <td>New Quality Assurance Processes – including targeted mentoring and training for social workers</td> <td>Sept 2022</td> <td>100%</td> </tr> <tr> <td>Mapping Gaps on service provision – working with Police to address capacity issues identified in targeted services</td> <td>Ongoing</td> <td>76%</td> </tr> <tr> <td>Draft revised Threshold Document which is due to be approved by Keeping Bristol Safe Partnership over the next quarter.</td> <td>January 2023</td> <td>90%</td> </tr> <tr> <td>Procure a strategic partner to undertake work regarding extra familial harm and with our children who go missing from home or care.</td> <td>April 2023</td> <td>80%</td> </tr> <tr> <td>Working with Cornwall as part of Sector Led Improvement to review our place-based leadership arrangements and prevention of care offer.</td> <td>March 2023</td> <td>90%</td> </tr> </tbody> </table>			Action Title	Due Date	Progress	Reviewing areas of specific vulnerability and implementing improvements	December 2022	61%	Reviewing national serious case reviews on the back of recent high profile child deaths through multiagency safeguarding arrangements	December 2022	30%	Additional training in relation to professional curiosity	Sept 2022	81%	New Quality Assurance Processes – including targeted mentoring and training for social workers	Sept 2022	100%	Mapping Gaps on service provision – working with Police to address capacity issues identified in targeted services	Ongoing	76%	Draft revised Threshold Document which is due to be approved by Keeping Bristol Safe Partnership over the next quarter.	January 2023	90%	Procure a strategic partner to undertake work regarding extra familial harm and with our children who go missing from home or care.	April 2023
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<p>Risk Owner(s): Executive Director People, Director Children’s and Families Services.</p>	<p>Portfolio Flag: Children’s Services, Education & Equalities</p>																														
<p>Summary of Progress: Demand continues to increase for services due to: 1. The aftermath of Covid, which has had an impact on the emotional health of adolescents. 2. Increase in children seeking asylum. 3. Cost of living crisis.</p>																															

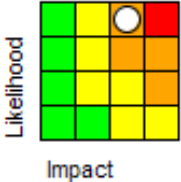
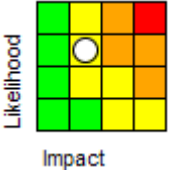
Appendix A – People Risks from Corporate Risk Register as at December 2022

Strategic Theme: Our Organisation, Empowering and Caring, Wellbeing.

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level		
<p>Risk Title: CRR51 - Risk that ASC financial unsustainability due to national and local pressures leads to a failure to deliver statutory duties and budgetary control</p> <p>Description: There is a risk that ASC financial unsustainability due to a number of national and local pressures compromises the ability to deliver statutory duties and the independence of people that draw on care and support.</p>	New Risk	<p style="font-size: 24pt; margin: 0;">21</p> <p style="margin: 0;">Likelihood = 3 Impact = 7</p>	 <p style="font-size: 8pt; margin: 0;">Likelihood</p> <p style="font-size: 8pt; margin: 0;">Impact</p>	<p style="font-size: 24pt; margin: 0;">10</p> <p style="margin: 0;">Likelihood = 2 Impact = 5</p>	 <p style="font-size: 8pt; margin: 0;">Likelihood</p> <p style="font-size: 8pt; margin: 0;">Impact</p>	
<p>Risk Causes:</p> <ul style="list-style-type: none"> -Rising demand in Adult Social Care which must be met under the Care Act. Particularly from complex needs and higher cost requirements in people under 65. These needs are more likely to be met outside of area, be subject to lower personal contributions, and be needed for longer. -Increase of needs due to more health services being delivered in the community without appropriate funding following the patient. -Increased complex needs across our demographics that must be met under the Care Act. -Lack of funds available within budget to meet statutory duties. -Lack of systems in order to ensure effective governance and control of all spend. -Pressure from wider system pressures - for example, delays in hospitals which lead to increased long term cost provision for care. -Non-recurrent funding which limits opportunity for long term investment. <p>Risk Consequences:</p> <ul style="list-style-type: none"> - Overspending on the budget which may impact the wider council. -The consequence of this risk are that appropriate and effective care and support as required under the Care Act may not be possible for all those who require it. The consequence could be felt in the quality or quantity of care and support, or in both. 	Existing Controls	Mitigating Actions				
	Control	Action Title		Due Date	Progress	
	<ul style="list-style-type: none"> • Established Care Cubed to improve pricing controls - enabling the service to maximise value for money • Improved Business Intelligence - Developing advanced tools for analysing and reporting business intelligence and performance information • Improved governance process on all spend - Improved case discussion where all spend is approved through tighter governance. • Leading integration opportunities with Health - Through establishment of the Integrated Care Board (ICB) BCC are leading implementation of integration opportunities which will maximise vfm e.g. joint commissioning of learning disability and autism team • Realignment of ASC Operations - Using new locality teams to work with local providers, community and voluntary sector to maximises care and support provision outside of Council statutory provision. This builds resilience in communities and individuals, and ensure statutory services are focused on the right interventions. • Reset the ASC Transformation Programme - Reset the programme to address market provision, workforce challenges, price control, practice and integration 	<ul style="list-style-type: none"> Develop alternative to long term care provision - Increase provision of Technology Enabled Care, Shared Lives and Direct Payments Increase the number of direct payments through reviewing process and practice Increase the take up and opportunity around the use of technology enabled care Management restructure and vacancy management to deliver savings Review of in-house service provision to deliver efficiencies and savings 		December 2022	50%	
Portfolio Flag: Children’s Services, Education &		Summary of Progress: The likelihood of this risk is under constant review as it may increase in coming weeks due to the significant financial pressures on				

Appendix A – People Risks from Corporate Risk Register as at December 2022

<p>Equalities Portfolio Flag: Adult Social Care & Integrated Care System</p>	<p>the health and social care system in Bristol (and nationally), combined with winter pressures. Bristol is one of the worst performing health systems in terms of discharge from hospital and addressing this puts considerable pressure on social care. This risk continues to be managed in the same three ways referenced in the last quarter i.e. day to day performance improvement, the ASC Transformation programme, and the health and social care integration programme. The Council's focus on budget setting for 2023/24 during October and November has reviewed the absolute requirements for the Council to meet its statutory requirements under the Care Act. The financial support announced by the Chancellor in November is being reviewed to understand the extent to which the ASC and Health elements will be able to help mitigate this risk escalating.</p>
<p>Strategic Theme: Our Organisation, Empowering and Caring, Wellbeing.</p>	

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level		
<p>Risk Title: CRR53 - Risk that increased social worker and occupational therapist vacancies and sickness rates will result in vulnerable adults' care being compromised.</p>	New Risk	<p>20 Likelihood = 3 Impact = 7</p>		<p>9 Likelihood = 3 Impact = 3</p>		
<p>Description: Limited staff capacity within operational teams will result in increased waiting times for assessment and review potentially putting vulnerable adults at risk of going without sufficient care and support.</p>						
<p>Risk Causes:</p> <ul style="list-style-type: none"> -Difficulties recruiting and retain experienced social workers and OTs. This is in line with national picture of increasing vacancy rates in statutory adult care social care departments across the country. -These vacancies are not distributed equally with some operational teams having nearly 50% vacant posts. -Sickness absence in operational teams have also increased during this period which is further compounding operational teams' ability to respond to those in most urgent need. -Cost of living crisis is also likely to impact on retention rates of social work staff <p>Risk Consequences:</p> <ul style="list-style-type: none"> - As a result of this decreased operational capacity this has seen an increase in numbers of people waiting for assessment and reviews (insert data) -The percentage of individuals who have had an annual review of their care and support needs has also decreased in the last year with less than 50% of individual in receipt of care and support having had a formal review. 	Existing Controls		Mitigating Actions			
	Control	<ul style="list-style-type: none"> • Increase Social Work and OT Apprentice capacity - ASC have doubled the amount of SW and OT apprentices this year increasing to 6 SW Apprentices per year and 2 OT apprentices. • Operational Business Continuity plans duty - All operational teams have internal prioritisation process for workflow and demand. Additionally, they have robust duty systems in place with duty workers present to respond to urgent demands or cases to mitigate against highest risk of harm to citizens and respond in a timely way to those at greatest need. • Recruitment Strategy - Developed new recruitment strategy and implemented rolling recruitment advert. • Developing enhanced Wellbeing offer for operational staff - dedicated additional resource within Adult Workforce L&D to enhance our wellbeing and support offer. 	Action Title	Due Date	Progress	
			<p>Review AMHP Market Supplement</p> <p>Recruit Non- registered Social Care Practitioners to bolster workforce - Agreed to recruit Social Care Practitioners and OT aides on a fixed term basis to off sent challenges in recruiting registered staff. Cost will be covered by SW vacancies and underspend and can offer some mitigation. Historically we have more success and recruiting and retaining non-registered staff than SW and OT roles.</p>	<p>January 2023</p> <p>October 2022</p>	<p>75%</p> <p>100%</p>	
<p>Risk Owner(s): Executive Director People, Director Adult Social Care.</p>						

Appendix A – People Risks from Corporate Risk Register as at December 2022

Portfolio Flag: Adult Social Care & Integrated Care System	<p>Summary of Progress: Operational capacity within ASC continues to be stretched. Currently average practitioner capacity sits at 70% which includes vacancies and all absences. This varies significantly across teams and localities with 3 operational teams below 50%.</p> <p>This has been impacted further by delays resulting from further vacancy management and dispensation process.</p>
Strategic Theme: Our Organisation, Empowering others and Caring, Fair and Inclusive, Well connected, Wellbeing.	

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level																		
<p>Risk Title: CRR39 – Adult and Social Care major provider/supplier failure</p> <p>Description: Failure or potential degradation of ASC service provision linked to a complex set of internal / external risks causing service interruption or cessation. Failures or closures in the supply chain mean insufficient supply to source adequate appropriate support and meet Care Act needs.</p>	<p style="text-align: center;">Constant</p>	<p style="font-size: 24pt;">20</p> <p>Likelihood = 4 Impact = 5</p>		<p style="font-size: 24pt;">14</p> <p>Likelihood = 2 Impact = 7</p>																		
<p>Risk Causes: - Provider goes into liquidation or ceases operations -Provider unable to meet demand due to recruitment / workforce/ or organisational issues. -Factors influencing provider/supplier failure: Increased demand and increased complexity of need of individuals putting further pressure on social care sector. Chronic workforce recruitment and retention problems heightened by pandemic. The social care sector facing a number of other issues – highly competitive job market, covid ‘exhaustion’, rising energy costs, changes to National Living Wage, inflation/ raising costs of supplies, high cost of living in Bristol, significant pressures from two large acute hospitals.</p> <p>Risk Consequences: Citizens (many of whom are very vulnerable) may have services ended or reduced without much notice putting them at risk and causing distress Lack of suitable local provision may mean people moving away from community, support networks Lack of alternative provision should mean not meeting statutory duties under Care Act Pressures on ASC workforce (social work, contracts, brokerage commissioning etc) to review and find alternative provision in timely manner Financial pressures as demand may drive prices up Lack of suitable provision resulting people moving to inappropriate more costly provision (e.g. care home instead of home care)</p> <p>Risk Owner(s): Executive Director People, Director Adult Social Care.</p>	<p>Existing Controls</p> <ul style="list-style-type: none"> Daily review of supply and sustainability issues and x3 week business continuity meetings across operations Twice weekly Operational Business continuity meetings Weekly ASC Business continuity meeting – DMT level Weekly produced Sit Rep with information on Covid Outbreak Management, supply, demand, provider quality Regular information received from D&B Credit ratings to help assess financial risk Each major contract (Home Care, Care Homes, Community Support Services, ECH) has a multi-disciplinary Business Relations team which assess risks to those provisions and plan response whether QA or Commissioning Provider Sustainability Panel is a forum where ASC can assess the financial issues facing individual provider and consider support options Regular meetings with a) key Strategic Providers in the city b) all provider forums and regular dialogue with Care and Support West Care Association Daily assessment of supply - via Brokerage team, Business relationship team and Contracts Strategic Planning and information sharing with CCG, other LAs and other key stakeholders - Great integration across BNSSG and joint problem solving, sharing of information and resources. 					<p>Mitigating Actions</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="background-color: #f4a460;">Action Title</th> <th style="background-color: #f4a460;">Due Date</th> <th style="background-color: #f4a460;">Progress</th> </tr> </thead> <tbody> <tr> <td>Review of Provider Financial Sustainability process</td> <td>December 2022</td> <td>25%</td> </tr> <tr> <td>Proud to Care Programme</td> <td>March 2023</td> <td>50%</td> </tr> <tr> <td>Fair Cost of Care exercise</td> <td>October 2022</td> <td style="background-color: #4CAF50; color: white;">100%</td> </tr> <tr> <td>Cost of Living Work</td> <td>October 2022</td> <td style="background-color: #4CAF50; color: white;">100%</td> </tr> <tr> <td>Update of Provider Failure Procedure</td> <td>December 2022</td> <td>50%</td> </tr> </tbody> </table>			Action Title	Due Date	Progress	Review of Provider Financial Sustainability process	December 2022	25%	Proud to Care Programme	March 2023	50%	Fair Cost of Care exercise	October 2022	100%	Cost of Living Work	October 2022
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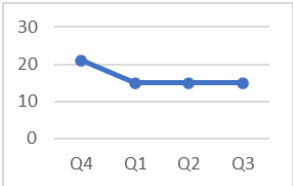
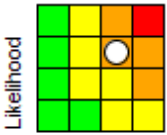
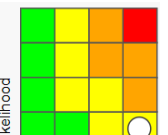
Appendix A – People Risks from Corporate Risk Register as at December 2022

	<ul style="list-style-type: none"> Provider Failure/Service Interruption Process
Portfolio Flag: Adult Social Care & Integrated Care System	<p>Summary of Progress: Providers have approached the council highlighting the significant increases due to cost of living. The energy costs will particularly impact 'building based' services such as care homes and it is clear that will be organisations reducing or closing services in the coming months and some have already indicated their intention to do this. The risk to the health and wellbeing of service users is mitigated by having well established procedures to manage care home / service closures and commissioning options to secure capacity. The risk remains the same risk score as Q2. There has been some handbacks of care contracts in the last quarter.</p>
Strategic Theme: Our Organisation, Empowering others and Caring, Fair and Inclusive, Well connected, Wellbeing.	

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level																		
<p>Risk Title: CRR45 - Failure to deliver statutory duty in respect of the safeguarding of children</p> <p>Description: Failure to deliver statutory duty in respect of the safeguarding of children resulting in harm or death to a child or other unmitigated risk to the local authority</p>	<p>Constant</p>	<p>15</p> <p>Likelihood = 3 Impact = 5</p>		<p>6</p> <p>Likelihood = 2 Impact = 3</p>																		
<p>Risk Causes: Staffing failure: recruitment and retention COVID failure: business continuity plans fail due to higher infection/isolation Management failure: failure to oversee and respond in a timely way to child protection concerns, leaving children at risk</p>	<p>Existing Controls</p> <table border="1"> <thead> <tr> <th>Control</th> <th>Mitigating Actions</th> <th>Due Date</th> <th>Progress</th> </tr> </thead> <tbody> <tr> <td>1. Benchmarking salaries with regional levels</td> <td>Revising recruitment and retention strategy in response to evidence of turnover and vacancies in areas of particular pressure (front door, experienced social workers and frontline managers)</td> <td>May 2022</td> <td>50%</td> </tr> <tr> <td>2. Investing in training and development</td> <td rowspan="3">Commissioned independent peer review of the statutory safeguarding arrangements to ensure that the council's statutory officers are executing their responsibilities and undertaking due diligence in a legal and appropriate way.</td> <td rowspan="3">May 2022</td> <td rowspan="3">100%</td> </tr> <tr> <td>3. Over-recruiting where required</td> </tr> <tr> <td>4. Reviewing system pressures and taking action on a weekly basis</td> </tr> <tr> <td>5. Systemic unit model and integrated locality arrangements</td> <td rowspan="4"></td> <td rowspan="4"></td> <td rowspan="4"></td> </tr> <tr> <td>6. Skilled and stable workforce with low use of agency workers - Continued low use of agency workers but turnover and vacancies have risen.</td> </tr> <tr> <td>7. Strong multiagency children's safeguarding partnership under Keeping Bristol Safe arrangements</td> </tr> <tr> <td>8. Scrutiny of statutory safeguarding partners</td> </tr> </tbody> </table>					Control	Mitigating Actions	Due Date	Progress	1. Benchmarking salaries with regional levels	Revising recruitment and retention strategy in response to evidence of turnover and vacancies in areas of particular pressure (front door, experienced social workers and frontline managers)	May 2022	50%	2. Investing in training and development	Commissioned independent peer review of the statutory safeguarding arrangements to ensure that the council's statutory officers are executing their responsibilities and undertaking due diligence in a legal and appropriate way.	May 2022	100%	3. Over-recruiting where required	4. Reviewing system pressures and taking action on a weekly basis	5. Systemic unit model and integrated locality arrangements		
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8. Scrutiny of statutory safeguarding partners																						
<p>Risk Consequences: Harm or death of a child Inspection failure and regulatory action Litigation and reputational damage Other unpredicted costs to the LA</p>																						
Risk Owner(s): Executive Director People, Director																						

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Children’s and Families Services.	
Portfolio Flag: Children’s Services, Education & Equalities	<p>Summary of Progress: Continued demand for services and lack of stability in the workforce.</p> <p>As part of our transformation/ savings plan we are:</p> <ul style="list-style-type: none"> Revising the recruitment and retention strategy in response to evidence of turnover and vacancies in areas of particular pressure (front door, experienced social workers and frontline managers) Benchmarking salaries with regional levels Proposed business case to increase apprenticeships Reviewing system pressures and taking action on a weekly basis Reviewing spend on agency workers and considering if more economical to progress recruitment of international social workers.
Strategic Theme: Our Organisation, Empowering and Caring, Wellbeing.	

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level																		
<p>Risk Title: CRR10 - Safeguarding Adults at Risk with Care and Support Needs</p> <p>Description: The council fails to ensure adequate safeguarding measures are in place for adults at risk.</p>	<p>Constant</p> 	<p>15</p> <p>Likelihood = 3 Impact = 5</p>		<p>7</p> <p>Likelihood = 1 Impact = 7</p>																		
<p>Risk Causes:</p> <p>Adequacy of controls. Management and operational practices. Demand for services exceeds capacity and capability. Poor information sharing. Lack of capacity or resources to deliver safe practice. Reduction in or lack of supply of commissioned care. Failure to commission safe care for adults at risk. Failure to meet the requirements of the 'Prevent Duty' placed on Local Authorities. Increased destitution in families, impacting on mental ill health, managing increased infection within the population. (COVID19) Increased isolation. (COVID19) Increase identification of self-neglect and complexity. Carer strain / resilience. (COVID19)</p> <p>Risk Consequences:</p> <p>Financial damage Legal liability Death/Injury Reputational damage</p>	<p>Existing Controls</p> <p>Control</p> <ul style="list-style-type: none"> Annual report shared with Elected Members to allow for scrutiny of progress of the Keep Bristol Safe Partnership (KBSP). Training for all key staff in the essentials of safeguarding. Twice weekly business continuity meeting around supply of commissioned care and active management of waiting list. Improved Data through PowerBI – capturing safeguarding concerns feeding into monthly management operational meetings Safeguarding Discussion Forum – multi-agency held monthly – sharing information on high risk/complex cases 					<p>Mitigating Actions</p> <table border="1"> <thead> <tr> <th>Action Title</th> <th>Due Date</th> <th>Progress</th> </tr> </thead> <tbody> <tr> <td>Development and delivery of Safeguarding Hub as a priority for the partnership.</td> <td>April 2023</td> <td>80%</td> </tr> <tr> <td>Review of Safeguarding Pathways and creation of Standard Operating Procedures and Performance Clinics.</td> <td>December 2022</td> <td>100%</td> </tr> <tr> <td>Internal Audit Actions – feeding into existing controls</td> <td>March 2023</td> <td>95%</td> </tr> <tr> <td>Developing a Risk Enablement Tool</td> <td>April 2023</td> <td>75%</td> </tr> <tr> <td>Develop Self-neglect pathway – providing training, tools to better escalate cases of neglect</td> <td>April 2023</td> <td>75%</td> </tr> </tbody> </table>			Action Title	Due Date	Progress	Development and delivery of Safeguarding Hub as a priority for the partnership.	April 2023	80%	Review of Safeguarding Pathways and creation of Standard Operating Procedures and Performance Clinics.	December 2022	100%	Internal Audit Actions – feeding into existing controls	March 2023	95%	Developing a Risk Enablement Tool	April 2023
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Appendix A – People Risks from Corporate Risk Register as at December 2022

Risk Owner(s): Executive Director People, Director Adult Social Care.	
Portfolio Flag: Adult Social Care & Integrated Care System	Summary of Progress: Currently we have pressure on our staffing capacity with high vacancy rates which is having an impact on workforce's performance in dealing with complexity and safeguarding adults with Care and Support needs at risk of harm. Permission to recruit via Dispensation due to vacancy freeze having an impact on teams with vacancy rates at 50% in some teams, trying to recruit non-qualified staff on a temporary basis to bolster teams in the short term to absorb tasks that qualified staff need not doing, use of agency staff if they can be recruited. Monitoring of vacancy rates across teams and the increasing impact on duty, waiting lists and unallocated/untriaged Safeguarding concerns via Quality, Improvement and Performance meetings and escalation in weekly Business continuity meetings. Next phase of development started Quality Assurance visit undertaken in Strategic Safeguarding Adults Team, sign off of closed self-neglect referrals through service manager, risk enablement tools, potential MASH pilot, self-neglect pathways commencing or being scoped.
Strategic Theme: Strategy Theme: Our Organisation, Empowering others and Caring, Fair and Inclusive, Well connected, Wellbeing.	

External and Civil Contingency Risks

External and Civil Contingency Risk	Trend	Current Risk Assessment		Risk Tolerance Level																																											
Risk Title: BCCCS - Cost of Living Crisis impact on Citizens and Communities Description: Failure of the council and its one-city partners to mitigate against, and provide adequate services to, citizens experiencing increases in living costs including fuel and food leading to increased poverty, inequity and worsening health & wellbeing as a result of the ongoing cost of living crisis.	Constant 	<div style="background-color: red; color: white; text-align: center; padding: 10px;"> <h1 style="margin: 0;">28</h1> <p style="margin: 0;">Likelihood = 4 Impact = 7</p> </div>		<div style="background-color: orange; color: white; text-align: center; padding: 10px;"> <h1 style="margin: 0;">9</h1> <p style="margin: 0;">Likelihood = 3 Impact = 3</p> </div>																																											
Risk Causes: -Supply chains disruption -Global COVID-19 Pandemic -Brexit -War in Ukraine -Leading to rapid inflation Risk Consequences: -Destitution - homelessness -Inability for citizens to pay general services and utilities -Increased debt for citizens and the council -Health and well-being deterioration	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th colspan="2" style="background-color: #f4a460;">Existing Controls</th> </tr> <tr> <th style="background-color: #f4a460;">Control</th> <th style="background-color: #f4a460;"></th> </tr> </thead> <tbody> <tr> <td style="width: 50%;">1. Baseline / impact assessment to understand potential impact on Bristolians</td> <td style="width: 50%;"></td> </tr> <tr> <td>2. Creation of monitoring framework with 'red flag' indicators</td> <td></td> </tr> <tr> <td>3. Development of civic & community asset map</td> <td></td> </tr> <tr> <td>4. Development of framework for targeted action</td> <td></td> </tr> <tr> <td>5. Data monitoring of key 'red flag' indicators - monitored by the One City and One Council Group</td> <td></td> </tr> <tr> <td>6. Established One Council Group to monitor impact and coordinate action (meeting appx every 3 weeks)</td> <td></td> </tr> <tr> <td>7. Established One City Coordination Group</td> <td></td> </tr> </tbody> </table>					Existing Controls		Control		1. Baseline / impact assessment to understand potential impact on Bristolians		2. Creation of monitoring framework with 'red flag' indicators		3. Development of civic & community asset map		4. Development of framework for targeted action		5. Data monitoring of key 'red flag' indicators - monitored by the One City and One Council Group		6. Established One Council Group to monitor impact and coordinate action (meeting appx every 3 weeks)		7. Established One City Coordination Group		<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th colspan="3" style="background-color: #f4a460;">Mitigating Actions</th> </tr> <tr> <th style="background-color: #f4a460;">Action Title</th> <th style="background-color: #f4a460;">Due Date</th> <th style="background-color: #f4a460;">Progress</th> </tr> </thead> <tbody> <tr> <td>Update baseline assessment following gov announcement 26 May 22</td> <td>July 2022</td> <td style="background-color: green;">100%</td> </tr> <tr> <td>Work with Quartet to ensure COVID recovery /health inequity funding is directed to response and building community resilience</td> <td>July 2022</td> <td style="background-color: green;">100%</td> </tr> <tr> <td>Communication plan</td> <td>July 2022</td> <td style="background-color: green;">100%</td> </tr> <tr> <td>Establish network of community hubs and 'city offer' by September</td> <td>September 2022</td> <td style="background-color: green;">100%</td> </tr> <tr> <td>Cost of Living – assess impact on business</td> <td>September 2022</td> <td style="background-color: yellow;">0%</td> </tr> <tr> <td>Work with Quartet and other funders to deliver grant funding to implement autumn/winter response as agreed</td> <td>September 2022</td> <td style="background-color: green;">100%</td> </tr> </tbody> </table>	Mitigating Actions			Action Title	Due Date	Progress	Update baseline assessment following gov announcement 26 May 22	July 2022	100%	Work with Quartet to ensure COVID recovery /health inequity funding is directed to response and building community resilience	July 2022	100%	Communication plan	July 2022	100%	Establish network of community hubs and 'city offer' by September	September 2022	100%	Cost of Living – assess impact on business	September 2022	0%	Work with Quartet and other funders to deliver grant funding to implement autumn/winter response as agreed	September 2022
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Appendix A – People Risks from Corporate Risk Register as at December 2022

<p>-Inequity deepening -Increased demand on services across the council leading to failure to meet this demand -Community cohesion deteriorates</p> <p>Risk Owner(s): Executive Director People, Director Public Health</p>	<p>8. Communication plan in place led by BCC External Communications 9. Bi-weekly meetings of Community Exchange - Meetings with community partners delivering response</p>	<p>Work with Quartet to deliver Social Action Grants Update Impact Assessment Review funding approach with Quartet for 2023 Planning for 2023 event - Review approach and plan for winter 2023 Mid-point review - In person workshop with al partners - review what's happened to date, what's gone well/what needs to change</p>	<p>January 2023 December 2022 February 2023 April 2023 January 2023</p>	<p>0% 0% 0% 0% 0%</p>	
<p>Portfolio Flag: Public Health and Communities</p>	<p>Summary of Progress: A key consideration in reviewing this risk is whether it could be regraded. The weather has been warmer than average for this time of year. City partners and communities have mobilised so there is a city infrastructure in place to provide some support communities. Government has made available financial support. However, it is the case that the cost of living crisis will have last impact on communities and the and we are yet to see the full impact for this reason the risk continues to be assessed as critical (critical impact and almost certain)</p>				
<p>Strategic Theme: Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing</p>					
<p>External and Civil Contingency Risk</p>	<p>Trend</p>	<p>Current Risk Assessment</p>	<p>Risk Tolerance Level</p>		
<p>Risk Title: BCCC4 – Winter diseases including COVID-19 and Flu (formerly COVID-19 Population Health)</p> <p>Description: Covid 19 poses multiple risks to population health. Directly from infection; indirectly through social and economic impacts; and through pressures on the health and care system. On 21ST Feb 2022 the Gov announced Living with Covid Strategy which includes withdrawal of population testing and contact tracing. Isolation and other compliance is voluntary. New risks are:</p> <ul style="list-style-type: none"> • Reduced ability to see infection • Negative impacts on business continuity and health from high levels of circulating infection • Harms to high-risk individuals and risks within high consequence settings • Emergence of harmful new variant 	<p>Constant</p>	<p>9 Likelihood = 3 Impact = 3</p>		<p>14 Likelihood = 2 Impact = 7</p>	
<p>Risk Causes: Covid 19 poses multiple risks to population health. Directly from infection; indirectly through social and economic impacts; and through pressures on the health and care system. Removal of Covid controls reduces ability to contain infection.</p>	<p>Existing Controls</p>		<p>Mitigating Actions</p>		
	<p>Control</p>		<p>Action Title</p>	<p>Due Date</p>	<p>Progress</p>
	<p>1. Daily Situation Reports – weekly from April 2022 and will be produced in current format until 31st March 2023</p>		<p>There are 9 COVID Population Health Sub risks with multiple mitigating Actions</p>		
<p>2. Investment in Infection Prevention and Control - Additional recurrent investment has been made in Community Infection Prevention and control. Regional and Health system IPC oversight established</p>					
<p>3. Local Outbreak Management and Response Plan - LOMP has</p>					

Appendix A – People Risks from Corporate Risk Register as at December 2022

	<p>been replaced by living with Covid Plan -developed with partners. Mitigations in place include: New Surveillance, Communication, Engagement, Prevention – including vaccination, Protection – high risk settings and Response and surge preparedness. Weekly Outbreak Management Group replaced by weekly Living With Covid Group. Monthly reports to CLB Gold and regular updates to ELM Regular staff and public bulletins</p>	
<p>Risk Consequences: Infection from Covid, proportion of severe illness, long Covid and deaths. Disruption to work, school, university. Emotional and mental health impacts, for all ages including loneliness. Food poverty.</p>	<p>4. Ongoing Community Engagement and Mental Health Work - Additional investment in MH work through Thrive. £500k from CCG for student MH. One City focus on YP and night-time activities. Additional investment in communities, VCSE - £2m from CCG and additional funds for community vaccine champions.</p> <p>5. Priority Programmes focussed on Mental Health, Well-Being and Food Poverty</p> <p>6. Protecting Health Function - Enhanced protecting health function - completed / Green. Weekly reports published – will remain in place but frequency may change - Green</p> <p>7. Weekly Death Management and Vaccine Reports</p>	
<p>Risk Owner(s): Executive Directors & Director of Public Health</p>		
<p>Portfolio Flag: Mayor</p>	<p>Summary of Progress: Risk of severe health to large numbers of people has reduced considerably due to vaccine coverage. Challenge remains to maintain high vaccine coverage, and to business continuity from illness. New variant which evades vaccine remains possible.</p>	
<p>Strategic Theme: Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing</p>		

Risk Scoring Matrix

		Threat Impact (Negative risks)					Opportunity Impact (Positive Risk)						
Threat Likelihood	Almost certain	4	4 (Low)	12 (Medium)	20 (High)	28 (Critical)	28 (Significant)	20 (High)	12 (Medium)	4 (Low)	4	Almost certain	Opportunity Likelihood
	Likely	3	3 (Low)	9 (Medium)	15 (High)	21 (High)	21 (High)	15 (High)	9 (Medium)	3 (Low)	3	Likely	
	Unlikely	2	2 (Low)	6 (Medium)	10 (Medium)	14 (High)	14 (High)	10 (Medium)	6 (Medium)	2 (Low)	2	Unlikely	
	Rare	1	1 (Low)	3 (Low)	5 (Medium)	7 (Medium)	7 (Medium)	5 (Medium)	3 (Low)	1 (Low)	1	Rare	
			1	3	5	7	7	5	3	1			
			Minor	Moderate	Major	Critical	Exceptional	Significant	Modest	Slight			

Threat Level	Opportunity Level	Level of Risk	Actions Required
1-4	1-4	Low	May not need any further action / monitor at the Service level.
5-12	5-12	Medium	Action required, manage and monitor at the Directorate level.
14-21	14-21	High	Must be addressed - if Directorate level consider escalating to the Corporate Risk Report, if Corporate consider escalating to the Cabinet Lead.
28	28	Critical / Significant	Action required - escalate if a Directorate level risk, escalate to the Corporate Level, if Corporate bring to the attention of the Cabinet Lead to confirm action to be taken.

LIKELIHOOD AND IMPACT RISK RATING SCORING

Likelihood Guidance

Likelihood	Likelihood Ratings 1 to 4			
	1	2	3	4
Description	Might happen on rare occasions.	Will possibly happen, possibly on several occasions.	Will probably happen, possibly at regular intervals.	Likely to happen, possibly frequently.
Numerical Likelihood	Less than 10%	Less than 50%	50% or more	75% or more

Severity of Impact Guidance (Risk to be assessed against all of the Categories, and the highest score used in the matrix).

Impact Category	Impact Levels 1 to 7			
	1	3	5	7
Service provision	Very limited effect (positive or negative) on service provision. Impact can be managed within normal working arrangements.	Noticeable and significant effect (positive or negative) on service provision. Effect may require some additional resource, but manageable in a reasonable time frame.	Severe effect on service provision or a Corporate Strategic Plan priority area. Effect may require considerable /additional resource but will not require a major strategy change.	Extremely severe service disruption. Significant customer opposition. Legal action. Effect could not be managed within a reasonable time frame or by a short-term allocation of resources and may require major strategy changes. The Council risks 'special measures'. Officer / Member forced to resign.
Communities	Minimal impact on community.	Noticeable (positive or negative) impact on the community or a more manageable impact on a smaller number of vulnerable groups / individuals which is not likely to last more than six months.	A more severe but manageable impact (positive or negative) on a significant number of vulnerable groups / individuals which is not likely to last more than twelve months.	A lasting and noticeable impact on a significant number of vulnerable groups / individuals.
Environmental	No effect (positive or negative) on the natural and built environment.	Short term effect (positive or negative) on the natural and or built environment.	Serious local discharge of pollutant or source of community annoyance that requires remedial action.	Lasting effect on the natural and or built environment.
Financial Loss / Gain	Under £0.5m	Between £0.5m - £3m	Between £3m - £5m	More than £5m
Fraud & Corruption Loss	Under £50k	Between £50k - £100k	Between £100k - £1m	More than £1m
Legal	No significant legal implications or action is anticipated.	Tribunal / BCC legal team involvement required (potential for claim).	Criminal prosecution anticipated and / or civil litigation.	Criminal prosecution anticipated and or civil litigation (> 1 person).
Personal Safety	Minor injury to citizens or colleagues.	Significant injury or ill health of citizens or colleagues causing short-term disability / absence from work.	Major injury or ill health of citizens or colleagues may result in. long term disability / absence from work.	Death of citizen(s) or colleague(s). Significant long-term disability / absence from work.
Programme / Project Management (Including developing commercial enterprises)	Minor delays and/or budget overspend but can be brought back on schedule with this project stage. No threat to delivery of the project on time and to budget and no threat to identified benefits / outcomes.	Slippage causes significant delay to delivery of key project milestones, and/or budget overspends. No threat to overall delivery of the project and the identified benefits / outcomes.	Slippage causes significant delay to delivery of key project milestones; and/or major budget overspends. Major threat to delivery of the project on time and to budget, and achievement of one or more benefits / outcomes.	Significant issues threaten delivery of the entire project. Could lead to project being cancelled or put on hold.
Reputation	Minimal and transient loss of public or partner trust. Contained within the individual service.	Significant public or partner interest although limited potential for enhancement of, or damage to, reputation. Dissatisfaction reported through council complaints procedure but contained within the council. Local MP involvement. Some local media/social media interest.	Serious potential for enhancement of, or damage to, reputation and the willingness of other parties to collaborate or do business with the council. Dissatisfaction regularly reported through council complaints procedure. Higher levels of local or national interest. Higher levels of local media / social media interest.	Highly significant potential for enhancement of, or damage to, reputation and the willingness of other parties to collaborate or do business with the council. Intense local, national and potentially international media attention. Viral social media or online pick-up. Public enquiry or poor external assessor report.

