

Recommissioning of adult homelessness supported accommodation pathways

Negative risks that pose a threat to BCC relating to the recommissioning of the pathways (aim: reduce level of risk)

Ref	Risk Description	Key Causes	Key Consequence	Status Open / Closed	Strategic Theme	Risk Category	Risk Owner	Key Mitigations	Current Risk Level			Risk Tolerance			
									Likelihood	Impact	Risk Rating	Likelihood	Impact	Risk Rating	Date
1	Current support providers and/or landlords do not want to bid for new contracts.	Support providers have change of strategic direction, or feel that contract value is insufficient to meet service costs. Landlords using properties for alternative purposes or choosing to sell.	Decrease in the pathways' overall capacity and a simultaneous decrease in the number of homeless adults who can be housed in supported accommodation. This, in turn, will likely necessitate an increase in the use of unsupported and costly Temporary Accommodation, to house clients, who formerly might have been accommodated in pathways services.	Open	Homes and Communities	Service Provision; Finance	Head of Housing Options	* Involvement of support providers and landlords in all stages of consultation on the commissioning plan; * Proposal to provide an uplift to the current contract values; * Negotiation as part of the procurement process; * Soft market testing to attract new providers.	1	4	4	1	4	4	Jan-24
2	Support costs for provision of services exceed contract value	High levels of inflation and increased pressure of council finances.	Decrease in the pathways' overall capacity and a simultaneous decrease in the number of homeless adults who can be housed in supported accommodation. This, in turn, will likely necessitate an increase in the use of unsupported and costly Temporary Accommodation to house clients, who formerly might have been accommodated in pathways services.	Open	Homes and Communities	Service Provision; Finance	Head of Housing Options	* Involvement of support providers and landlords in all stages of consultation on the commissioning plan; * Proposal to provide an uplift to contract values; * Needs and demand analysis to make sure we prioritise the groups within the overall client cohort that are most in need; * Remodelling to suit the pathways' budget; * As a last resort, we can consider other options for keeping units within the sector and available for clients who need them, even if they are no longer part of the pathways.	2	4	8	2	4	8	Jan-24
3	Limited buildings from which to accommodate clients and deliver services	Bristol's housing market is currently highly challenging and the number of buildings we can use to deliver supported pathways accommodation is limited. We are making the best possible use of the options we can access, but the ideal number of buildings and units are simply not available in the city; this has already been extensively explored and the provision is not there.	Accommodation provision may not be in settings that are in-keeping with current best practice. For example, the sector is generally moving away from accommodating clients in larger hostel settings, however this may not be possible in Bristol due to a lack of alternative options.	Open	Homes and Communities	Service Provision; Reputational	Head of Housing Options	* Flexibility in contracts will allow us to pursue emerging opportunities; * Soft market testing will hopefully attract new accommodation providers, who may be able to offer buildings that are more suitable for the client group; * Clear accommodation standards will be part of pathway services' service specifications.	4	2	8	4	2	8	Jan-24
4	Proposal to directly award contracts to providers risks not achieving best value for money	Competitive tender processes arguably encourage providers to offer more in the hope of securing contracts. However, due to limited buildings from which to accommodate clients, BCC is not in a position to run a competitive tender process.	Unit costs may be higher than they would through a competitive tender. Providers may be less likely to offer additional value when applying for contracts.	Open	Homes and Communities	Service Provision; Finance	Head of Housing Options	* Close work with procurement to ensure that we are using the best procurement mechanisms for achieving value for money; * Ongoing negotiation with providers and requirement to submit a proposal; * Scrutiny of costs as part of the commissioning process; * Benchmarking of providers' costs to generate indicative unit costs within and between the pathways.	3	2	6	3	2	6	Jan-24
5	The procurement process is not finished by the time current contracts end (27 Oct 2024)	Timelines for recommissioning services are tight. Unforeseen circumstances could delay the recommissioning process.	Breach of procurement regulations.	Open	Homes and Communities	Legal; Reputational	Head of Housing Options	* Regular review of project plan with milestones and realistic but suitable timeframes; * Involvement of procurement team in the event of slippage; * Concurrent processes/recommissioning activities wherever possible.	2	4	8	2	4	8	Jan-24
6	Services are not aligned with the needs and aspirations of service users	Insufficient feedback from service users in the recommissioning process	Poor outcomes for clients	Open	Homes and Communities	Service Provision	Head of Housing Options	* Early engagement with clients and groups with lived experience; * Consultation with clients on the commissioning plan at every stage of its development.	1	4	8	1	4	8	Jan-24
7	Clients with protected characteristics are excluded from services, or experience worse outcomes and greater barriers to access.	Services may be designed with the support needs and characteristics of the majority of clients in mind.	Services may be less accessible for clients with protected characteristics or specific cultural or religious needs, who might struggle to meet these needs in pathway accommodation. Similarly, clients with protected characteristics or religious/cultural needs may be less willing or able to engage with services and/or staff, or may experience higher rates of unsuccessful outcomes and unplanned exits from pathway services.	Open	Homes and Communities	Service Provision	Head of Housing Options	* Ensure EqIA assessment actions are completed and that the EqIA is regularly reviewed; * Review needs and equalities data as part of quarterly KPI monitoring and immediately address any concerns with pathway leads.	1	4	8	1	4	8	Jan-24