
Adult Social Care Improvement Plan

Attachment 4 Risk and Mitigation

April 2026

Bath & North East
Somerset Council

Improving People's Lives



Risk	Mitigation
<ul style="list-style-type: none"> Care Quality Commission (CQC) new inspection methodology and timescale is unknown 	<p>The ASC Assurance Lead attends regular Directors of Adult Social Services (ADASS) South West Assurance Leads forums and DASS holds regular meetings with Partners in Care & Health (PCH) Care and Health Improvement Adviser (CHIA) ensuring regular sector updates from CQC.</p> <p>The ASC Assurance Lead monitors all known aspects of the CQC inspection process, enabling the Directorate to be as prepared as possible for future inspections. Key aspects of the CQC Inspection process such as Data Returns, Evidence Library, Self-Assessment and Case Tracking all have oversight from the ASC Assurance Lead.</p>
<ul style="list-style-type: none"> Impact of enacting the Improvement Plan without achieving a 'good' CQC rating 	<p>The ASC Improvement Board launched in April 2025 with 15 projects focused on 9 priorities, tracked by RAG highlight reports. A clear governance framework ensures progress reporting to DHSC, PCH, and Care and Health Improvement Adviser (CHIA), as well as regular updates to CMT, Lead Member, Scrutiny Panel and Cabinet.</p> <p>A robust communication and engagement plan is in place to cover both internal and external stakeholders.</p>
<ul style="list-style-type: none"> Capacity of corporate resource teams to deliver on specific activity for delivery of improvement at pace 	<p>Corporate Teams continue to engage through the Improvement Board to communicate Improvement Priorities and identify early how delivering the Improvement Plan may impact corporate teams.</p> <p>This process enables cross-council collaboration on improvement actions and the use of allocated improvement funding to meet resource needs.</p>
<ul style="list-style-type: none"> Optimisation of the ASC Reserve to fund additional resource to deliver improvement priorities 	<p>Funding has been allocated for two years, with the impact of the funding monitored by the ASC Improvement Board, DASS, and the Senior Finance Manager. Progress and use of ASC Reserves is reported to CMT for S151 officer oversight. The funding will be optimised to achieve intended benefits and may be repurposed as priorities change during the improvement process.</p>

Risk	Mitigation
<ul style="list-style-type: none"> If a Communication and Engagement Plan is not implemented, stakeholders may not receive updates on our progress and improvements 	<p>The Assurance Lead for ASC is responsible for the communication and engagement plan for both internal and external stakeholders, in coordination with the ASC Communications and Marketing Officer.</p> <p>Updates for the ASC Operations Team are provided through fortnightly team meetings. Progress is regularly reported to the Corporate Management Team (CMT), with monthly updates to the Lead Member and periodic reports to Scrutiny Panel.</p> <p>System partners receive updates from the DASS, Assurance Lead and Assistant Directors via various external meetings, including those with ICB, ICA, 3SG, Healthwatch and the B&NES Community Safety and Safeguarding Partnership Executive Board.</p> <p>The Department of Health & Social Care (DHSC) receives updates at three-month intervals through progress submissions from Partners Care & Health and the Care & Health Improvement Advisor.</p>
<ul style="list-style-type: none"> Operational staff capacity to engage and deliver on Improvement Plan, whilst managing increased demand on services and complexity of work 	<p>Oversight is maintained by the Assistant Director (AD) for Operations and Safeguarding, in conjunction with the ASC Improvement Board, through the review of project highlight reports which include RAG ratings and identify any potential impacts on operational teams.</p> <p>The effective utilisation of allocated improvement funding to address critical resource requirements is subject to rigorous monitoring by the AD for Operations and Safeguarding, the Director of Adult Social Services (DASS), the Senior Finance Manager and the ASC Improvement Board.</p> <p>The agreed funding allocation for improvement is optimised to enhance operational team capacity, enabling the management of service demand and completion of actions necessary to achieve the improvement priorities.</p> <p>The sequencing and prioritisation of activities for operational teams are regularly reviewed to ensure that efforts are focused on achieving maximum impact, whilst ensuring that statutory obligations continue to be fulfilled.</p>
<ul style="list-style-type: none"> Leadership capacity to manage the multiple projects delivering the improvement priorities 	<p>The ASC Improvement Board attendees use the Improvement Board and Board Highlight Reports to raise capacity requirements of the ASC leadership and management team, ensuring projects are prioritised and sequenced.</p>