

Owner: Shelley Nania / Caroline Twigg, International Manager

I = Impact score (1-5) - Impact scoring where 1-5 (Insignificant, Minor, Moderate, Major, Catastrophic)

Risk ID	Risk Description		Controls: In Place and Active <i>Please add in any additional controls and proposed/planned controls</i>	Current		Controls: Proposed / Planned	Target		
				L	I		L	I	Date
1	Risk (Event)	The council spreading itself too thin re international work	The strategy proposes a targeted approach to international engagement in line with four outcomes and associated actions and then priority cities and regions. This will focus our work and resources. In addition, the strategy aims to align with international activities taking place by other organisations across Bristol, and proposes Bristol organisations and the council are open and consultative about their international ambitions and activities	2	4	International strategy adopted, communicated and implemented	4	2	From April 2017
	Cause(s)	There are numerous requests for international engagement by council colleagues at all levels – it is easy to feel these are all important and could open new opportunities, and to respond ‘too positively’ to too many							
	Effect(s)	Insufficiently strong relationships built and no multiplier effect of one relationship in a particular place snowballing into more; negative public image about lack of prioritised travel; inefficient use of resources researching new places, and weak external story about who we choose to engage with and why							
2	Risk (Event)	Negative publicity or lack of investment about time and resources being spent on early relationship-development and ongoing relationship maintenance internationally	The strategy prioritises council international work, so that minimum resources can be spent building strategic partnerships on multiple areas in priority places. All travel expenses and time spent on international engagement is weighed up against the anticipated outcomes for any particular effort, and these will be reinforced by the strategy’s adoption. In addition external funding is sought for international travel where possible, and skype/video links are used wherever feasible and productive, and where strong relationships already exist. In addition, communicating the international strategy more widely, in the context of Brexit and international trade opportunities, will help reinforce the message that the council is being strategic about its international work and prioritising on areas where it believes Bristol will gain including re external funding.	2	3	International strategy adopted, communicated in the context of Brexit and an increasingly globalised world, and implemented	4	1	From April 2017
	Cause(s)	In a time of limited finance, budget cuts, and an external focus on in-Bristol service delivery, it can be harder to focus on long-term investment in areas that can have a less tangible and less immediate outcome. This can include not enabling travel for face-to-face meetings, which are crucial for starting good international relationships							
	Effect(s)	International engagement often bears fruit over time, and can require strong input of resources and effort at the start, and then see an escalation in success as trust is built, and multiple relationships have success and reinforce each other. Not investing in priority relationships in the early days can be very counter-productive in the medium/longer-term, and instead should be seen as an investment in the longer-term success and prosperity of the city							
3	Risk (Event)	External expectation that by developing an international strategy, other partners in Bristol could look to the council to deliver work for them as well	Consultation re the international strategy has been wide since the very beginning, and it has been clearly stated that this is a council led strategy, but which complements and draws links to the international work of other city partners. Such messaging will continue as the strategy develops and is communicated after approval, and informal discussion is taking place with key partners during the strategy drafting to emphasis this	3	3	Careful messaging around launch and dissemination of the international strategy	4	1	Early in the strategy eg Spring/Summer 2017
	Cause(s)	Often an organisation who steps up to coordinate can be the fall back for delivery							
	Effect(s)	Resources too stretched, and international work not as high quality as it should be							
4	Risk (Event)	Uncertainty around the UK national process for Brexit may lead international partners to reduce their involvement with UK cities including Bristol	175 letters sent to international partners from the Mayor on taking up office and following the EU referendum, outlining commitment to maintaining and strengthening partnerships. Bristol Brexit Response Group composed of Leaders from sectors across the city working together to maintain international relations, and lobby government on funding and other issues needed to minimise impact of Brexit.	2	4	Continued cross-city Brexit response work, international strategy to provide a focus for future international work, specific efforts made to continue to engage with key partners	3	2	Ongoing as Brexit process continues March 2017 – March 2019
	Cause(s)	Lack of certainty about the wider Brexit process and worry among foreign partners or investors on currency rates, migration, trade rules, open market etc							
	Effect(s)	Increased efforts required to maintain existing relationships abroad and to develop new ones							

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5	Risk (Event)	Uncertainty around the priorities that used to be funded by the EU but will now be supported in the long-term by UK Government	Ongoing work by Bristol Brexit Response Group, including letters to David Davis (Department for Exiting the EU) and through other formal lobby channels including the LGA to highlight what we see as essential funding and to help shape future funding programmes. UK govt stating Treasury assurance of some funding streams will be underwritten and guaranteed until we exit the EU.	2	4	Start and/or strengthen relations with UK govt depts. involved in Brexit through Bristol Brexit Response Group and Policy team, and analysis of Bristol EU funding. Exploring non-EU funding opportunities eg Prosperity Fund, foundations	2	2	Ongoing
	Cause(s)	Lack of certainty about what funding will be available to local government after Brexit.							
	Effect(s)	In the short-term, funding programmes uncertain and so potential delay in designing or initiating projects with support from the international team. In the longer-term, potential funding shortfall on key areas of international work							
6	Risk (Event)	Actions in implementation plan are not implemented by City Partners.	We have consulted with partners and will continue to meet regularly. There are enough actions in the strategy that are owned by BCC to have a positive impact on outcomes. One of the aims of the strategy is to bring international work of BCC and partners together and so it is important to have actions of partners in the implementation plan.	3	3	Will continue to meet regularly to ensure priorities align, resources are in place.	3	3	Ongoing
Cause(s)	Change in priority of city partner or resource issues								
Effect(s)	We are unable to deliver all of the actions in the implementation plan and therefore reduce our ability to deliver the strategic outcomes of the city.								