Draft Corporate Risk Register 1st November 2017 gative Risks that offer a threat to Bristol City Council and its Strategic Aims (Aim - Reduce Level of Risk) Risk Tolerance Actions to be undertaken Risk Risk Rating Risk Description Key Consec Diek Own CDD Date (Include dates as appropriate) Date £k DRR/CRR Review robustness of forecasting in light of YTD rur Keview robustness of forecasting in light of YID run rates and other associated evidence
 Budget Improvement Executive - to review service recovery / delivery plans, options for mitigation and their viability, risk and priority outcome implications - both immediate and the wider MTFP impact Financial framework that ensures we have in place sound Where viable in year recovery / delivery plans can not be achieved, Strategic Directors report to the Mayor and Cabinet seeking a supplementary funding approvant. rangements for financial planning , management, monitoring That unplanned or reactive measures would be needed in-year to deliver savings.
 That the Section 151 officer1 (Director of A failure to appropriately plan and deliver saving: Unscheduled loss of material income streams The Council's financial position goe into significant deficit in the current year resulting in reserves (actual or projected) being less than the minimum specified by the council's 2. New spend decisions and borrowing is only supported where the source of revenue resources to meet the costs is clearly identified and availability confirmed by Finance. An expenditure of the confirmed of the cost is confirmed by Finance. Qualification is important to ensure that we can propely accord for the resources we have used during the year. 3. Ongoing management of the council if financial risks 4. Internal audit also undertakes a number of reviews of our financial planning and monitoring ranargements. accordance with the Council's delegated executive oproval powers (up to £1,000,000 for an area of active Increase in demography, demand and costs to Insister accion to cettoer! (Unrector of Finance) exercises statutory powers and restricts or stops all spending.
 That further reductions would impact on service provision and service users
 Instant be council's reputation may be damaged. 1. The inability to generate the minimum anticipated evel of capital receipts.

Insufficient reserves to facilitate short term itigations, risks and liabilities. Denise Murray CRR Nov-17).
4. Where viable in year recovery / delivery plans can not be achieved, Strategic Directors report prepared for Full Council (in accordance with the Budget & Policy framework) to seek agreement to a supplementary estimate (> £ 1,000,000 for an area of activity) 5. Seek agreement from the Executive of the alternative measures held in abeyance across other General Fund of Finance serves policy services e.g. which will be offset and advise all Re-assessment of service delivery risks and portunities and risk and other reserves Financial Settlements and wider fiscal policy changes
1. The potential for new funding formulas such as far funding, business rates retention, new national running, ousiness rates retention, new national funding formula for schools and High Needs to significantly reduce the government funding available to the Council alongside possible increase in demand for council services. . Potential failure to set a legal budget and council Ensure a rigorous structure exists to oversee the budgetary 1. Ensure the Council maintains a rolling Medium-tern tax by the due date, would have a significant adverse impact on the councils ability to provides control process from budget setting through to monitoring, financial planning horizons 3-5 years

2. Maintain an evolving financial model that reflects in a timely manner changes in national and local oversight and scruliny.

In Production of a programme of propositions that exceed the forecasted budget gap to provide members with options and headstroom for variations in financial estimates. In by DWG 2. Review and tue disignence of budget proposate by DWG 1. The proposition of the proposation services and the council's reputation locally and nationally in terms o investor confidence.

2. That the budget is unlikely to reflect council printing and absorbing to the council printing and absorbing to the council tical failure to facilitate the setting of a assumptions
3. Ensuring the investment required to deliver the propositions are identified and fully costed. A Pipeline of propositions to be incorporated into the DWG tracker, due diligence undertaken and subject to DWG / DE governance and assurance process.
5. Ensuring resources are available to provide delivery Failure to reasonably estimate and agree the financial revietope variable, both annually and in the medium-term and the Council is unable to set a balanced budget in the medium-term and the Council is unable to set a balanced budget in the set of the se S151 Office priorities and objectives.

3. That the budget may not adequately resource pressures and increases in demand;

4. That the budget includes savings which are not Open Stable CRR Nov-17 capacity / Skills and the Investment ne Insufficient reserves to mitigate risks and liabilities and provide resilience.

3. Rising inflation could lead to increased costs.

4. Interest rate volatility impacting on the council's debt costs. . Agreement of initial budget, proposals and key assump seriverable; 5. That the council reserves are used for mitigatin the medium-term financial plan; running down reserves, avoiding decision and reducing the A Assessment of the adequacy of general reserves and any specific reserve which takes into account an assessment of the Skilling up staff to grow their commercial and LGA Peer review - robustness of the plans and further areas / opportunities for exploration ouncil's resilience risks related to the budget estimates and financial / economic Economic uncertainty impact on locally gener. . Secretary of State intervention revenues - business rates and housing growth, impacting on council tax, new homes bonus and Brexit - the general uncertainty affecting the financial markets, levels of trade and investme Development and implementation of a Property Asset Management and Capital Strategy
 Recruitment of sufficient resources, to ensure the capacity and skills required are available to enable the objectives from the estate to be delivered.
 Appropriate strategic and operational governance to enable the indigenation of thirking about property with financial, regeneration and other considerations.
 Adopt a Copporate landing desponds to ensure the No clear strategic direction and objective set for the Property estate.
 Services and resources are not fully aligned. 1. Ineffective use of data and inform if the Council fails to prioritise infrastructure investment and impact adversely on the timing and quality of 2. Services and resources are not may aligned to objectives.
 3. Leadership capacity, engagement and capability are insufficient to drive change and transformation within the Council
 4. Resources (human and financial) are poorly managed, short term approach being adopted or are not contributing fully to Council priorities. resources, has inconsistent policies and attitudes, and has n decision making
2. The Council may not have an infrastructure, and asset base that is maintained, safe, efficient and fit for purpose and which support development of the area and achievement of bargaining power regionally or with central government: there is Develop strategies and implementation prains strat ensure in property portfolio remains a major asset in supporting the achievement of corporate aims and objectives. More specifically place shaping including contributing to regeneration activity, affordable housing, community build Finance, a risk that inward investment will objectives.

3. Reduced ability to attract public & private Open Bill Edrich Stable >£5m (potential) Bill Edrich CRR Nov-17 be reduced, making it difficult for the Council to realise its strategi ownership of an asset and the responsibility for its resulting in agreed outcomes and objectives not being fully achieved. 5. Ineffective collection, integrity and use of sector investment into the city .

4. Increased costs of acquisition, disposal and Denise Murray priorities, ensure assets are efficient and fit for purpose in nd the financial sustainability of the Council management: maintenance and funding are transferr maintenance. 5. Negative publicity. 5. To unlock the value of assets, seek effici meeting current and future demand and support develop Infrastructure Condition and suitability of overall asset base is not being used or managed efficiently or effectively. inability to demonstrate that best value is being achieved. through joint arrangements with public sector par and maximise private sector investment. of the local area Service activity and budgets do not align to the council's vision and do not contribute to its 1. Lack of staff resource and/or capacity to Additional capacity via Interim Head of Policy and Strategy and new Policy and Strategy team manager recruitment.
 Delivery teams consisting of policy, performance, change and communication expertise created to ensure delivery of Business Plans and Service Plans. Lack of follow-up in compiling Business
Plans and Service Plans in a timely fashior Draft Corporate Strategy to consultation (6 Nov).
 Convene delivery teams for Business Planning and create work programme. (14 Nov).
 Cabinet (23 Jan) and Full Council (20 Feb). The council fails to produce or ember a Corporate Strategy with clear links through to business planning and performance management, resulting it less effective implementation of polir which requires ownership across entire leadership team. Service Provision CRR 3. Savings being achieved through short term Tim Borre >F5m (notentia Tim Borrett Tim Born Nov-17 uding full briefing of all Tier 1 - 3 managers Ongoing review of existing policies and strategies ures, lack of clarity how they fit into a long 3. Plans, policies, budget and/or resource n including full briefling of all Tier 1 - 3 managers.

4. Planned addition of Corporate Strategy overview and its links to business planning and performance to all Tier 1 - 4 management inductions.

5. Review of MTFP and wider policy / strategy framework to check alignment with Corporate Strategy by April 2018. Phase 1 complete by April 2018). aligned to the Corporate Strategy cations and training create content for committerial (by end Mar 2018) Significant changes in senior management roles and personnel results in lack of knowledge or a feeling of ownership in relation to the Corporate Strategy. 4. Partners becoming less willing to collabo A lack of ability to properly performance measure service and individual outcomes. Failure of management to implement a sound system of internal control and/or to demonstrate commitment to it at all times.
 Lack of clear management control of responsibility, authorities, delegation, etc. The inherent risks of fraud increase during times of change and uncertainty and this risk and associated controls requires constant review. Failure to prevent (at best) or detect (at Establish a comprehensive system of control which aims to prevent fraud, and increase the likelihood of detection including the following::

1. Ensuring that the council's financial systems accurately Failure to prevent or detect ac against the Council from either internal or external sources. Implementation and monitoring of fraud indicators (warning signs and fraud slerts).
 Capacity - appropriately resourced and skilled fraud & investigation team. An increased number of whistleblowing and fraud referrals are impacting worst) acts of significant fraud or corruption could have consequent financial or reputations record the financial transactions and robust control 3 Lack of reso Lack of resources to undertake the depth o work required to minimise the risks of fraud esses are in place which maximise the opportunity to damage to the Council prevent and detect fraud or inaccuracies. 2. ensure an accessible route to report suspected fraud 2 ensure an accessible route to report suspected flustal or available to both the public and employees.

3. Improve awareness of flustal and compliance through a suspected flustal or application of the public and employees.

4. Strong and effective audit process which concentrates wareness straining and fish, investigates flustal where suspected and sinctions appropriately.

5. Brong and effective audit process which concentrates the suspected and sinctions appropriately.

The public straining and the public straining and the public straining and which is found including financial recovery.

6. Investig in a president fraud prevention and detection software and disting cross origination data to minimal detections and the public straining and software and disting cross origination data to minimal detections. Poor physical security of assets.
 Lack of investment in fraud prevention and detection technology and resource. on available resources and impacting on the current ability to deliver preventative antifraud work. Curren resources within Internal Audit and the Fraud Financial loss/ Reputation Finance Denise Murray Denise Murray CRR Nov-17 Sovernance and Performance Open Denise Murra Investigation and associated legal team to be sidered with a view to increase Refreshed schemes of delegations to underpin the revised Constitution, Financial Regulations and Contr. Procedure Rules. 4.Investment in technology 5. Improvement to Web pages

				Statue					Curren	: Risk el		Risk Tole	rance	Actions to be undertaken		Escalati	on			Audit Trail		
Ref	Risk Description	Key Causes	Key Consequence	Open / Closed	Risk Category	Risk Owner	Key Mitigations	Direction of travel	a lihood mpact	k Rating	Impact of Risk	mpact Rating	Date	(Include dates as appropriate) Res	Esca o. to	ated : Escalat by:	ed Date	Portfolio Flag	Date risk identified	Date Risk Closes	Amends / Updates Completed	By:
6	In the current context of change, coupled with collective financial challenges, the effectiveness of partnership working may be propardised.	1.Lack of transparency in terms of governance, and defegated decision making in relation to WECA. 2. Lack of definity over partnership priorities leading to friction. 3. In a period of change a lack of clarify as to the go to person. 4. Confusion over the range of plans and advises being understaken, leading to deplication of effort.	Inspact on effective joint working arrangements to deliver against key city professe. Copportunities being missed for more effective working of bridding. Delays is implementing decisions through lack of darking notices. Univierseld consequences of single agency decisions.	Open	Service provision	Alison Comley	Trouseed use of our strong pannership boards HVMB, Lawring Cigh, Homes Board & Safet Britist in board on collective priorities and saving decisions. 2 Provide a storp greeners in WECA structure of meetings so that decision making is clearly understood that decision making is clearly understood that decision making is clearly understood of the official of the Cost of the partners are decision of effection of decision of decision of decision of decision of strong on the control of the partners are to future city rejectory.	Increased	2 5	10	5m	2 3 6	07/11/2017	Meetings being held with key partners to discuss budget approach ZParanes engliged in the development of the City Plan St DI	s & ficer			Finance, Governance and Performance	Nov-17			
7	If the City Council does not meet its wide range of teath & Safey requirements then there could be a risk to the safety of citizens.	1. The Council has responsibility for a wide range of functions, buildings and vehicles with MSS implications. 2. The council is the largest social landlord in the city of the council is the largest social landlord in the council stems of	Risk of Injury to members of the public. Risk of Injury to our tenants Risk of Injury tenants	Open	Personal Safety	Alison Comley	1.14.5. governance process in place from Joint Safety Committee, Ter 2 Safety Meeting and directorate/team meetings. 2. Programme of work in place within council housing post Genefall 3.14.6.3 Yaining available for all staff via induction, e learning pool and L.D. 4. Contracts for external providers include H&S responsibilities 5. Corporate H&S team in place to support directorates and provide advice and guidance	Stable	4 5	20	Unlimited fines & custodial sentences	3 3 9	05/11/2017	1. Reg reporting of H7S issues to SLT-with remedial action to 2nd feet H7S to-ordinators group 2. Programme of work post Greefell which will be further developed in line with any energing themsolutoones from the Public Enquiry		R	Nov-17	Finance, Governance and Performance	Nov-17			
8	If the safety of staff working in potential hazardous situations is not addressed then there is a risk to the safety of staff, and of legal penalties to the organisation.	If services are not able to order appropriate equipment required for staff safety. Lack of appropriate equipment. Lack of appropriate equipment. Lack of oversight and control by local management. Lack of information on the potential or known risks.	Risk of Irjuny to a colleague. Staff put under under pressure leading to staff sating sick serve or leaving the organisation. Risk of legal action against the authority, and individual managers. Indicate the production of the CII COLUMNIA. Indicate the reputation of the CII COLUMNIA. Indicate on the reputation of the CII COLUMNIA. Indicate on the reputation of the CII COLUMNIA. Indicate on the reputation of the CII COLUMNIA.	Open	Personal Safety	John Walsh	1. Accidentification reporting procedure in place to monitor injury to colleagues. 2. Occapational Health support in place to provide management 2. Occapational Health support in place to provide management 3. Risk assessment process and CH45Min in place to identify and monitor hazards, risk and appropriate actions. 4. Sitess management training and stress risk assessment training available for managers and employees using and stress risk assessment starting available for managers and employees using and states. 5. Risk place of the managers and employees using and LLD. 6. Workplace weithering intalness being introduced and communicated as part of the workforce girt produced and communication and control for the workforce girt produced and communication and scales the state of the workforce girt produced and communication and control for the workforce girt produced and communication and control for the workforce girt produced and communication and control for the workforce girt produced and communication and control for the workforce girt produced and communication and control for the workforce girt produced and communication and control for the workforce girt produced and communication and control force girt produced and communication and control force girt produced and communication and control force girt produced and control force girt produced and communication and control force girt produced and control force	Incressed	2 7	14	Unlimited fines and custodial sentences	1 7 7	30/10/2017	New Accident incident database and H4S management system recommended (possibly could be part of the new HR Playral salution).		Co- Gail stors Portings	Nov-17	Finance, Governance and Performance	Nov-17			
9	If we do not protect the City from flooding then there will be a serious risk of significant damage to homes, commercial property and infrastructure as well as risk to public safety.	Titled surge, heavy reinfall, river and groundwater flood events. Impact of climate change. Lack of effective flood defences and preparedness for major incidents.	Risk to life, health and wellbeing of citizens. Damage to buildings and infrastructure. Clean up comment Clean up comment Emergency housing need. Empact on the local economy - direct losses and long term recovery. Empact on the reputation of the City Council.	Open	Personal Safety/ Community/ Financial	Peter Mann	Local Flood Risk Management Strategy (Cabinet 4.12.17) - comprising 5 keys areas and 43 separate actions in line with Environment Agency's national strategy.	Stable	3 5	15	>£5m	3 3 9	Annual	Sustained resourcing and delivery of all actions in LFRMS over life of strategy. Peter 1 Annual review of LFRMS to keep up to date and refresh action piles.	lann CF	R	Nov-17	Energy, Waste and Regulatory Services	Nov-17			
10	Failure in the management of the Harbour and Harbour Estate.	Poor Governance arrangements. Poorly managed balance between commercial rigour and democratic accountability. Failure to maintain the Harbour assets Poor management	Financial impact of unexpected events and operational repairs Impact on service users Death and injury to the public and service users Reputational Damage and loss of income	Open	Service Provision/ Financial impact/ Personal safety	Bill Edrich	A full open harbour review involving users and public to prepare a harbour and harbour estates strategy	Stable but no of incidents since caretaking the service from Sept 2017.	3 7	21	Unlimited fines and custodial sentences, Loss of income, emergency repairs impacting upon contingency budget	2 3 6	30/10/2017	Prepare and implement a harbour estates strategy. Bill Ed	rich CF	R Bill Edri	Nov-17	Housing	Nov-17			
11	If the City Council is subject to a successful Cyber Attack, or other breach of its data protection measures, then there could be serious implications for the organisation and the people it serves.	Deliberate or accidental infection of Council systems with makers or other intrusive or destinuctive virus. Deliberate or accidental tesk of sensitive information into the public domails. System security arrangements not maintained or updated on a firmly basis. Lake of information or training on latest security arrangement.	Business as Usual activities could be seriously disruped, impacting on the services delivered. Reputational damage. Legal implications, including financial penalities. Impact no colleagues or clibzers due to their personal information being deliziered.	Open	Service provision	Annabel Scholes	1.Information Security Policy 2.Colleague partner information security training 3.Enterprise phaling training 4.Martians Mult Layered Defense C.Collemia support incate of incident	Stable	3 5	15	High	3 5 15	31/11/2017	Develop and deliver new and updated information Security training Pendle	en CF	R	Nov-17	Finance, Governance and Performance	Nov-17			
12	If the organisation is not able to redesign its services quickly enough, a reduction in staffing and shilled attive with the said shilled attive when any simpact on service delivery, and on remaining staff.	Staff leaving due to service redesign, reduction/cessing of some service areas, automation of processes, efficiency/savings requirements. Poor monite due to the impact of change and the working environment. Potential increased staff sickness levels. The pace at which change and service redesign is required to mere difficiency targets requires constant resourcing. Imposed restrictions on pay rises have led to a net decrease in the value of salariers resulting in staff leaving to seek employment elsewhere.	1. Reduced staffing levels. 2. Loss of skilled staff. 3. Poor staff morale and increase skidness levels. 4. Difficulties in recruiting / retaining skilled staff. 5. Impact od service definery, and the ability to respond positively to change.	Open	Service provision	Head of Paid Service	I. A serior management restructure is underway which will bring permanency and stability for the electricity team. This structure is currently out to format consultation. In the contraction of the contr	Increased	4 5	20	loss of productivity	2 5 10	30/10/2017	Restructure consultation and activities underway. Organisation values and behaviours out to consultations approximation to part of sender management restructure and the Cooparies Strategy Consultation. Accading is a place for managers affected by restructure. Selection of the Cooparies Co	aish CF	R	Nov-17	Finance, Governance and Performance	Nov-17			

									Curre	nt Risk evel		Risk Tolerance			Actions to be undertaken		Escalation					Audi Trai			
Ref CRR	Risk Description	Key Causes	Key Consequence	Status Open / Closed	Risk	Risk Owner	Key Mitigations	Direction of travel	lihood	Rating	Monetary Impact of Risk	lihood	Rating	Date	(Include dates as appropriate)	Resp. Officer	Escalated to:	Escalated by:	Date	Portfolio Flag	Date risk	Date Risk	Closed L	mends / Jpdates	By:
13	If there is a lack of leadership or management skills then this could impact on performance and the ability to deliver positive change.	1. Loss of experience managers. 2. New skills sets required to meet new challenges. 3. Poor communication regarding change and new initiatives. 4. Need to make savings / increase income.	Reduced management capacity. Impact on performance and staff morate. Public and member resistance to proposed changes. Lack of clear leadership.	Open	Service Provision	John Walsh	1. A draft leadership framework has been developed and is currently out to consultation as part of the sentor management restructure. This will sarchicate the safe folders in the new restructure framework will be developed. 2. A leadership development programme to being planned that will underly misse the developed. 2. A leadership development programme to being planned that will underly misse energing organisation values and sadership throughout the organisation will be development programme, and a programme to the planned to the planne	Increased	4 5	20		2 5	10 30/1		Senior Management Review to be completed. Landership interceivs and feedership directionness patient commission currently in design and due for consideration by STA and Exes Board suiting November. Coaching in place now.	J Walsh Steph Griffin	CRR	Jy.	Nov-17	Finance, Governance and Performance	Nov-17			лиреево -	
14	If the City Council fails to prepare for successful implementation of the General Data Protection Regulations (GDPR) then it may fail to fully comply with its statutory requirements.	Failure to plan for the implementation of the GDPR being introduced in May 2018. Failure to invest in the required systems, equipment and posts required to implement these regulations. Failure to train staff in the requirements of the regulations.	1. Risk of breaching the regulations, and being subject to penalties /fines. 2. Reputational risks. 3. Risk of increased costs due to a failure to plan, and implement required changes in time for the implementation of these regulations.	Open	Legal	Senior Information Risk Owner (SIRO)	1. Project team in place. 2. Formulated approach around the ICO 12 step plan 3. Project Manager and Project Resource appointed 4. Reinfeld D.T.: and AD Centraleogy 4. Relinded D.T.: and AD Centraleogy 6. Regional working group 7. Revested T. Revested R. Resource 8. AskSGPPR matibox 8. Revised D.P. guidance 10.E. Askming puskage 11. E. Schrift page	Increased	2 7	14	Increased fines	1 3	3 01/0	05/2018	Regular reporting to SLT on progress against plan Z-Setting up of project steering group to oversee delivery	SIRO	CRR		Nov-17	Finance, Governance and Performance					
15	If the City Council inadequately responds to a significant civil emergency, then the impact of the council of the council of the council of the greater impact on people and businesses.	1. Major incidents due to factors such as fire, floods and subsidence. 2. Civil disorder terrorist attack. 3. Major infrastructure failure. 4. Lack of preparation and foresight. 5. Lack of investment in preventative or responsive measures. 6. Lack of a contingency / business continuity plan. 7. Lack of effective communications. 8. Lack of skilled staff.	1. horeased risk to public safety if effective measures not put in place. 2 horeased impact post event if effective contingency and communication plans not in place. 3. Reduced chances of preventing incidents due to a tack of threating to preventing incidents due to a tack of threating to investment.	Open	Service provision	Alison Comley	Senior leaders have all completed 1 day civil emergency planning training Zheve processes in place for on call emergency managers 3. Plans tested in our response to Gendell Tower Albainess continuelly plans being referred across key service. Zhoditonal investment made in emergency planning team	Increased	3 7	21	less than 3m	1 7	7 05/1	11/2017	Refresh of business continuity plans Council wide group in place to lead this with directorate representatives	Jim Gilman & Alison Comley Dec 17	CRR		Nov-17	N'hoods	Nov-17				
16	Safeguarding: The Council fails to ensure adequate safeguarding measures are in place, resulting in harm or death to a vulnerable adult or child.	Llack of compliance with procedures or legislation. Proor information sharing. Leon of capacity or resources to deliver safe practices of capacity or resources to deliver safe practices. The compliance commission safe care for vulnerable adults, children and elderly	Culgable for harm or fatality of vulnerable person. Litigation. Time and the state of the state	Open	Personal Safety	Terry Dafter(Adults) Jacqui Jenson (Childrens)	We are increasing capacity in the commissioning team to lead on monitoring quality in the care sector. This should allow us to with proactively wither poor practice is identified, as the proposed property of the p	Stable	2 7	14	Potential claims and litigation.	2 7	14 20	019/20	Adults and Childrens Major Change programmes (Better Lives and Strengthering Families respectively) usunded led by Diccord but involving all partners with a safeguarding responsibility.	Terry Dafter/Jacqu i Jensen	J CRR		Nov-17	Children and Young People Services/ Adult Social Care	Nov-17				
17	Failure to Manage Asbestos	Funding for Contractor training has not been agreed and, therefore, the Asbestos Policy cannot be railled.	Asbestos survey failures. Asbestos exposure incidents putting the public and employees at risk of harm (serious ill-health/death). Julmitited fines and custodial sentences for the employer. Reputational risk.	Open	Personal Safety/ Reputation	Bill Edrich	Properties are surveyed prior to any work being undertaken by contractors. Anabestos incidents are being reported via the Corporate health and safety accident/incident process. There is a process for reporting Aebestoe exposure incidents to the HSE via P2508 form (compliance with HSS law). Asbestos incidents are investigated in-house and appropriate actions taken.	Increased	3 7	21	Unlimited fines and custodial sentences	2 7	14 30/10	10/2017	Request for funding for Contractor training, Agreed by 2nd ser Coordinator Group 20/10/17 - to access funding via L&D.	Gail Portingale	CRR	John Walsh	Nov-17	Finance, Governance and Performance	Nov-17				
Positi	ve Risks that offer an opportuni	ty to Bristol City Council and its Strateg	ic Aims (Aim - Increase Level of Risk / C	pportun	ity)				Curre	nt Biok															
Ref CRR	Risk Description	Key Causes	Key Consequence	Status Open / Closed	Risk Category	Risk Owner	Key Mitigations	Direction of travel		Risk Ratin g	Monetary Impact of Risk	Likelihood Impact as	Risk Ratin E	Date	Actions to be undertaken (Include dates as appropriate)	Resp. Officer	Escalated to:	Escalated by:	Date	Portfolio Flag	Date risk identified	Date Risk Closed	Audit Trail Closed L by: Co	mends / Jpdates ompleted Date:	By:
18	If we were to invest more in the external market, to offer citizens alternative and independent solutions then pressure on BCC services/budget could reduce	Need to achieve savings, and enable more cost effective ways of distinvening services. Some risk warese behalviour because we believe that we always have a duty to provide .	Requires new approach to services, recognising different ways to deliver services through separate agencies. Potential to improve services amend reduce costs. Risk associated with this approach will need to be managed.	Open	Service Delivery/ Financial	Terry Dafter	Under development		4 5	20	>£5K		0				SHOOM		Nov-17		Nov-17				