

Appendix C - Risk management / assessment:

FIGURE 1

The risks associated with the implementation of the (subject) decision :

No.	RISK Threat to achievement of the key objectives of the report	INHERENT RISK (Before controls)		RISK CONTROL MEASURES Mitigation (ie controls) and Evaluation (ie effectiveness of mitigation).	CURRENT RISK (After controls)		RISK OWNER
		Impact	Probability		Impact	Probability	
1	Trading Company Operations: Failure to successfully manage the trading companies where the Council is the majority shareholder, or has an interest in the company.	High	High	A governance review has been carried out by the Independent Shareholder Advisors. Key colleagues and independent advisors involved in business planning process with the companies. Monthly performance reporting to Shareholder Group, reviewed and refined in 2017/2018.	High	Medium	Denise Murray
2	Bristol Holding Ltd. Business Plan: Need for assessment of the role of the company to be undertaken to take into account the operating model for the council, the recommendations of the governance review and proposed establishment of other commercial ventures by the council.	Medium	Medium	Business Plans and governance documents can be subject to amendment within year should it be decided that a revision to the structure of the holding company is required as a result of either the governance review or establishment of further commercial ventures.	Low	Medium	Denise Murray
	Bristol Waste Ltd, Affordability gap for council to pay for services appears within the term of business plan. Business Plan may be impacted by a potential decision by the council to change the collection regime.	High	Medium	BCC and BWC working together on strategy for service, and alignment of the MTFP to BWC's business plan to address gap, and further work will also be taken understand the impact of a change in collection regime on the business plan before a decision is made.	Medium	Medium	Denise Murray