

Corporate Strategy 2018 - 2023 Risk Register [DRAFT]																							1st November 2017						
Negative Risks that offer a threat to Corporate Strategy 2018 - 2023 and its Aims (Aim - Reduce Level of Risk)																													
Ref	Risk Description	Key Causes	Key Consequence	Status Open / Closed	Risk Category	Risk Owner	Key Mitigations	Direction of travel	Current Risk Level			Monetary Impact of Risk	Risk Tolerance				Actions to be undertaken		Escalation			Portfolio Flag	Audit Trail						
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												£k																	DRR/CRR
CS1	If the council fails to produce or embed a Corporate Strategy with clear links through to business planning and performance management, it could result in less effective implementation of policy, use of resources and/or partnership working.	1. Lack of staff resource and/or capacity to produce a robust Corporate Strategy. 2. Lack of follow-up in compiling Business Plans and Service Plans in a timely fashion, which requires ownership across entire leadership team. 3. Plans, policies, budget and/or resource not aligned to the Corporate Strategy. 4. Significant changes in senior management roles and personnel results in lack of knowledge or a feeling of ownership in relation to the Corporate Strategy.	1. Service activity and budgets do not align to the council's vision and do not contribute to its highest priorities. 2. A 'managed decline' of service quality and quantity rather than an approach which reduces demand and dependency. 3. Savings being achieved through short term measures, lack of clarity how they fit into a long term strategy. 4. Partners becoming less willing to collaborate with the council. 5. A lack of ability to properly performance measure service and individual outcomes.	Open	Service Provision	Tim Borrett	1. Additional capacity via Interim Head of Policy and Strategy and Policy and Strategy team manager recruitment. 2. Delivery teams consisting of policy, performance, change and communication expertise created to ensure delivery of Business Plans and Service Plans. 3. Full communications plan for embedding Corporate Strategy, including full briefing 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.	Decreased	1	7	7	>£5m (potential)	1	5	5	09.01.18	1. Business Planning workshops with managers. (Feb - Mar 2018) 2. Cabinet (23 Jan) and Full Council (20 Feb) to review final Corporate Strategy. 3. Ongoing review of existing policies and strategies (Phase 1 complete by April 2018). 4. Create content for communications and training material (by end Mar 2018)	Tim Borrett	CRR	Tim Borrett	Nov-17	Finance, Governance and Performance	Nov-17	Resources					
CS2	The council's ability to deliver the commitments within the Corporate Strategy is impacted by the need to make significant financial savings.	1. Requirement to save £108m in next five years. 2. Increasing demand on key services. 3. Increasing population. 4. Inadequate government funding of local government.	1. Reprioritisation of Key Commitments in the Corporate Strategy. 2. Potential failure to deliver any given Key Commitment with an impact on that section of the council's business (or its customers) 3. The council may not achieve its Vision.	Open	Service Provision	Nicki Beardmore	1. Continuing to implement the Medium Term Financial Plan. 2. Corporate work to tackle demand, including redesigning Children and Adults Services, commissioning Behavioural Insight support. 3. Implementing the principles within the Corporate Strategy. 4. Annual review of MTFP and Corporate Strategy.	New	2	5	10	N/A	1	5	5	09.01.18	1. Setting of 18/19 budget envelope and savings pipeline. (Feb 2018) 2. Complete consultancy on Children and Adults redesigns. (April 2018; Jacqui Jensen and Terry Dafter) 3. Roll out of Leadership Framework, senior recruitment, Workforce Plan and comms/engagement plan. (Feb 2018 onwards) 4. Review MTFP for June 2018 in light of Corporate Strategy (Denise Murray) and update Corporate Strategy for 19/20 onwards from August 2018 (Tim Borrett).	Denise Murray	DRR	Tim Borrett	Jan-18	Finance, Governance and Performance	Jan-18	Resources					
CS3	If financial and staff resources are not realigned to delivery of the Corporate Strategy then its outcomes might not be delivered.	1. Lack of staff resource and/or capacity to adapt planning and service delivery. 2. Large scale changes to senior management structure and new personnel with own professional views. 3. Lack of performance framework fully aligned to the Corporate Strategy.	1. Potential failure to deliver any given Key Commitment with an impact on that section of the council's business (or its customers). 2. The council may not achieve its Vision.	Open	Service Provision	Jacqui Jensen	1. Management restructure and Leadership Framework prepared with cognisance of Corporate Strategy. Recruiting leaders to the delivery of the Corporate Strategy. 2. Communications and Engagement plan to implement Corporate Strategy and produce Business Plans. 3. Linking objectives and performance framework to the Corporate Strategy through Business and Service Plans. 4. Clear milestones and deadlines for production of subsequent plans and performance framework.	New	2	7	14	N/A	1	7	7	09.01.18	1. Recruitment to senior structure. (Q1 and Q2 2018) 2. Draft Communications and Engagement Plan. (end Feb 2018) 3. Draft performance framework in Business Plan workshops (Feb - Mar 2018) and set individual objectives in My Performance (Apr - Jun 2018)	Nicki Beardmore	CRR	Tim Borrett	Jan-18	Finance, Governance and Performance	Jan-18	Resources					
CS4	If there is a lack of cultural change at an organisational level then the implementation of the Corporate Strategy could be negatively impacted.	1. Large scale changes to senior management structure and new personnel with own professional views. 2. Potential issues with workforce motivation and resilience in the face of high levels of organisational change. 3. Large workforce with corporate memory of 'what we've always done'.	1. Potential failure to deliver any given Key Commitment with an impact on that section of the council's business (or its customers) 2. Services do not adapt or change, resulting in 'salami slicing' savings and a consequential impact on the availability and quality of services.	Open	Service Provision	Steph Griffin	1. Management restructure and Leadership Framework prepared with cognisance of Corporate Strategy. Recruiting leaders to the delivery of the Corporate Strategy. 2. Communications and Engagement plan to implement Corporate Strategy and produce Business Plans. 3. Wide-reaching roll-out of Workforce Plan (including Organisation Culture), reaching all colleagues face-to-face. Embedding cultural expectations in new corporate induction process. 4. Continuing programme of Management Briefings and support from corporate centre in preparing Business Plans. 5. Leadership Development programme planned for all tiers of management.	New	2	5	10	N/A	1	5	5	09.01.18	1. Induction of Senior Leadership Team including individual and group development plans. (Q1 - Q2 2018) 2. Corporate communications narrative development and roll out. (Feb 2018 onward)	Steph Griffin	DRR	Tim Borrett	Jan-18	Finance, Governance and Performance	Jan-18	Resources					
CS5	Current pipeline of transformation projects may not be aligned to updated Corporate Strategy, affecting the council's ability to deliver against strategic priorities.	1. Have not had a finalised updated Corporate Strategy available. 2. Lack of corporately agreed prioritisation criteria 3. Single view of change is not currently reviewed by the most senior governance boards within the organisation.	1. Potential failure to deliver holistic change, whereby the whole is greater than the sum its parts, ultimately leading to a failure to realise Key Commitments and associated outcomes. 2. Reduced confidence in limited funding and capacity to deliver change being allocated to the 'right' things 3. Decisions are made in the abstract solely on a case by case basis and not considering the wider criteria and need	Open	Service Provision	John Walsh	1. Oversight and review of transformation pipeline and required service redesigns by DWG/DE and SLT. 2. Develop a consistent prioritisation tool, where business cases demonstrate alignment with the Corporate Strategy. 3. Created consolidated project report on all 'in-flight' business cases and project delivery that are supported by Change Services and is presented to the appropriate boards at an agreed set frequency.	New	2	3	6	N/A	1	3	3	09.01.18	1. Regular agenda item to review pipeline at DLTs scheduled and happening, soon to be scheduled at SLT 2. Tool will be complete by April 2018, actively in use by Delivery Working Group. 3. Roll-out of consolidated project report (end Feb 2018) - prototype phase currently live.	John Walsh	DRR	Tim Borrett	Jan-18	Finance, Governance and Performance	Jan-18	Resources					
CS6	There may be insufficient strategic focus on the delivery of core statutory and regulatory functions as these are not identified as 'Key Commitments'.	1. People adhering to the Corporate Strategy themes and commitments too rigidly as the 'only' priorities, overlooking core duties. 2. Not including a full list of services and obligations in the Corporate Strategy too avoid it being 'everything to everyone' or a less strategically prioritised list of 'everything a council does'.	1. Failure to adequately resource or deliver core statutory or regulatory duties. 2. Risk of harm to service users and/or legal challenge and/or reputational damage if this occurs.	Open	Legal, Reputation	Shahzia Daya	1. Updated final draft Corporate Strategy to include section on Our Obligations, to be included in 'plan on a page' used to communicate with colleagues and promote the Corporate Strategy. 2. Management and Member oversight of all services as part of 'business as usual'.	New	1	7	7	>£5m (potential)	1	7	7	04.01.18	1. Continued monitoring.	Shahzia Daya	DRR	Tim Borrett	Jan-18	Finance, Governance and Performance	Jan-18	Resources					
CS7	If partners are unable or unwilling to work with the council to the degree required by the Corporate Strategy then it may not be deliverable.	1. Lack of partner budget or resource. 2. Awaiting formalised shared priorities in all areas if One City Plan approved. 3. Potential perception of the council showing too much reliance on partners.	1. Potential failure to deliver any given Key Commitment with an impact on that section of the council's business (or its customers). 2. The council may not achieve its Vision.	Open	Service Provision, Communities	Tim Borrett	1. Close alignment with City Office and One City Plan to engage key strategic partners. 2. Annual review of Corporate Strategy to ensure alignment with One City Plan. 3. Ongoing engagement with partners and communities, including launch of new 'Can Do Bristol' social action platform. 4. Commissioning Behavioural Insight work to support increasing citizen participation.	New	2	3	6	<£5m (potential)	1	3	3	04.01.18	1. Work with City Office on draft One City Plan (Jan - Mar 2018) and ongoing partner engagement. 2. Review Corporate Strategy against final One City Plan at next annual review. (August 2018) 3. Hard launch Can Do Bristol (Feb 2018) 4. Approve and award Behavioural Insight contract (Jan 2018) and set work programme (by April 2018)	Tim Borrett	DRR	Tim Borrett	Jan-18	Communities (Public Health, Public Transport, Libraries, Parks), Events and Equalities	Jan-18	Neighbourhoods					
CS8	If citizens and communities are unable or unwilling to play a greater role in city life (or reduce their demand for council services) then the Corporate Strategy may not be deliverable.	1. Lack of ability or time to do more for the community. 2. Unwillingness to volunteer or otherwise contribute. 3. Potential perception of the council showing too much reliance on volunteers.	1. Rising or static demand on services increases (or does not reduce) costs, increasing financial pressure. 2. Potential failure to deliver any given Key Commitment with an impact on that section of the council's business (or its customers). 3. The council may not achieve its Vision.	Open	Service Provision, Communities	Gemma Dando	1. Corporate work to tackle demand, including redesigning Children and Adults Services, commissioning Behavioural Insight support. 2. Ongoing engagement with partners and communities, including launch of new 'Can Do Bristol' social action platform. 3. Communications and engagement plan to be developed to support roll-out of this approach.	New	2	5	10	>£10m (potential)	1	5	5	09.01.18	1. Complete consultancy on Children and Adults redesigns. (April 2018; Jacqui Jensen and Terry Dafter) 2. Hard launch of Can Do Bristol platform (Feb 2018; Dominic Murphy) 3. Complete BIT commission and set work programme. (Feb 2018; Tim Borrett and Tara Dillon) 4. Draft Communications and Engagement Plan. (end Feb 2018; Tim Borrett)	Gemma Dando	DRR	Tim Borrett	Jan-18	Communities (Public Health, Public Transport, Libraries, Parks), Events and Equalities	Jan-18	Neighbourhoods					
CS9	If certain parts of the Corporate Strategy are successful there could be unintended consequences requiring resourcing of new or different areas of work.	1. Uptake of opportunities such as volunteering, work experience etc. can increase the amount of resource needed within the council to properly administer and manage the demand. 2. Partners may have additional aspirations or expectations, bringing unanticipated demands to joint projects.	1. Savings or efficiencies made in some areas could be offset by increasing costs in another. 2. Partnership projects may be delayed or produce different results from those originally envisioned. 3. The council may spend time and money on priorities which aren't its own as a 'cost' of also achieving its priorities.	Open	Financial loss/gain	Tim Borrett	1. Close alignment with City Office and One City Plan to engage key strategic partners. 2. Annual review of Corporate Strategy to ensure alignment with One City Plan. 3. Ongoing engagement with partners. 4. Project and performance management of priorities and actions within Business Plans including monitoring of demand and/or 'mission creep'.	New	2	3	6	£50k - £350k (estimated)	1	3	3	09.01.18	1. Work with City Office on draft One City Plan (Jan - Mar 2018) and ongoing partner engagement. 2. Review Corporate Strategy against final One City Plan at next annual review. (August 2018)	Tim Borrett	DRR	Tim Borrett	Jan-18	Finance, Governance and Performance	Jan-18	Resources					
CS10	If the Corporate Strategy is misinterpreted then it may result in poorer (or withdrawn) services where this was not intended.	1. Misunderstanding of phrases such as 'promoting independence'. 2. Not fully communicating with senior leaders and other colleagues clearly about what the Corporate Strategy is and what it means in practical terms.	1. Counter-productive and/or damaging service or policy decisions.	Open	Service provision	Tim Borrett	1. Communications and Engagement plan to implement Corporate Strategy and produce Business Plans. 2. Wide-reaching roll-out of Values via Workforce Plan, reaching all colleagues face-to-face. Embedding cultural expectations in new corporate induction process. 3. Continuing programme of Management Briefings and support from corporate centre in preparing Business Plans	New	1	5	5	N/A	1	5	5	09.01.18	1. Draft Communications and Engagement Plan. (end Feb 2018)	Tim Borrett					Finance, Governance and Performance	Jan-18	Resources				
Positive Risks that offer an opportunity to Corporate Strategy 2018 - 2023 and its Aims (Aim - Increase Level of Risk / Opportunity)																													

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CS11	The One City Plan will be a new way to plan strategically with partners as part of a wider city system.	1. Mayoral aspiration and widespread partner sign-up to principles.  2. Work to date has produced outline plan and engaged partners in the long-term vision and necessary work to complete the plan.	1. The council can plan as part of a wider city system, making stronger plans based on agreed city priorities which already have partner buy-in.  2. Potential to make financial and efficiency savings and/or deliver better services and/or reduce demand for service, reducing costs whilst improving citizen outcomes.	Open	Service Provision	Hannah Sturman	N/A	New	4	5	20	N/A	4	7	28	Jan-18	1. Continued contribution to planning and drafting the document.	Hannah Sturman	CRR	Tim Borrett	Jan-18	Finance, Governance and Performance	Jan-18	Mayor's Office				
CS12	The Corporate Strategy presents an opportunity to fundamentally refresh and strengthen our business planning, leadership and performance frameworks.	1. Review of Corporate Plan aligned with other workstreams.	1. As our key strategic document, updating the Corporate Strategy enables us to revisit all relevant aspects of our business and ensure we have strong business plans which can be clearly measured and linked back to our priorities.  2. Updated performance framework informing both corporate reporting and individual objectives - chance to make sure all colleagues are contributing to corporate priorities and are clear about how they do this.	Open	Service Provision	Tim Borrett	N/A	New	4	7	28	N/A	4	7	28	Jan-18	1. Continued development and roll-out as detailed above.	Tim Borrett	CRR	Tim Borrett	Jan-18	Finance, Governance and Performance	Jan-18	Resources				
CS13	Involvement in the region's evolving second devolution deal presents opportunity to align this to corporate priorities and strengthen regional partnership working.	1. Development of second devolution deal.	1. Potential for greater devolved funding and/or decision making to the region; including a key voice for the city as part of WECA. Potential for this to contribute to achieving strategic priorities.	Open	Service Provision	Denise Murray	1. Continued high-level presence and attention required to best represent city's views and interests.	New	3	5	15	?	4	5	20	Jan-18	1. Continued engagement in the process.	Denise Murray	CRR	Tim Borrett	Jan-18	Finance, Governance and Performance	Jan-18	Resources				
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Draft Corporate Issue Register																								
Issues that are a threat to the Organisation and its Strategic Aims (Aim - Reduce impact of the issue)																								
Ref	Issue	Cause	Consequence	Status Open / Closed	Issue Category	Issue Owner	Current Impact Rating	Monetary Impact of Issue	Action Plan in Place (Date Agreed))	Target Impact Rating	Target Date	Progress	Actions to be undertaken		Escalation			Portfolio Flag	Audit Trail					
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CS14	Brexit	1. Referendum and subsequent triggering of Article 50.	1. Policy and economic uncertainty affecting future planning and aspirations for the economy.	Open	Financial Loss / Gain	Tim Borrett	3	Unknown	1. Ongoing monitoring and intelligence sharing via Bristol Brexit Response Group. 2. Lobbying on key issues. 3. Engagement with Core Cities and other representative organisations. (July 2016)	3	01/03/19	1. Response document prepared and shared with HM Government. 2. Ongoing monitoring.	1. Ongoing monitoring.	Tim Borrett	DRR	Tim Borrett	Finance, Governance and Performance							
Positive Issues that offer an opportunity to the Organisation and its Strategic Aims (Aim - Increase Level of Risk / Opportunity)																								
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															DRR/CRR									
CS15	The city has a strong Voluntary and Community Sector and the council is commissioning Voice and Influence representation.	1. A strong and diverse community and voluntary sector is an integral part of the life and city, contributing a significant voluntary resource to the life of the city.	1. The VCSE can realise ideas, provide support and services with communities in ways the council cannot.  2. By working together we can be much more effective and lever in additional resources to tackle the challenges we face as a city.  3. The VCSE is a reflection of the creativity and innovation in the city. It is a significant contributor to the city economy and a reason why people want to live here.	Open	Communitie s	Gemma Dando	3	TBC	Note: Voscur is working on a VCSE Strategy.	5	01/09/18	1. Voscur will be consulting on VCSE strategy March 2018.	1. Commissioning on the voice and influence arrangements 1st April 2018.	Gemma Dando	DRR	Tim Borrett	Jan-18	Communities (Public Health, Public Transport, Libraries, Parks), Events and Equalities						
CS16	There is strong engagement from city partners in developing the One City Plan and for working more closely together as a general principle.	1. Convening partners around a single strategic city plan.	1. The council can plan as part of a wider city system, making stronger plans based on agreed city priorities which already have partner buy-in.  2. Potential to make financial and efficiency savings and/or deliver better services and/or reduce demand for service, reducing costs whilst improving citizen outcomes.  3. Closer partnership working on key issues.	Open	Service Provision	Hannah Sturman	5	TBC	Yes	7	Sep-18	1. One City Plan draft vision and themes agreed. (Dec 17)	1. Recruitment of Director of City Office. (Feb-Apr 18)  2. Writing detailed draft One City Plan. (Jan - Apr 18)	Hannah Sturman	CRR	Tim Borrett	Jan-18	Finance, Governance and Performance						