

INFORMATION REPORT TO THE AUDIT COMMITTEE**28th January 2011****TITLE: CITY DEVELOPMENT DIRECTORATE RISK REGISTER**

Report author: Elaine Carpenter, Manager-Finance

1. PURPOSE:

1.1. To brief the Audit Commission on the review and update of the City Development Directorate Risk Register.

2. RECOMMENDATIONS:

2.1. To note the amendments to the register.

3. BACKGROUND:

3.1. A Directorate level risk register exists for each Directorate and these are reported on to the Audit Committee annually.

3.2. The City Development risk register was submitted to the Management Team and Executive Members in December for approval.

3.3. The register was migrated to SPAR.net, during December following a re-work of the register in November.

4. CONTENT:

4.1. There are currently thirteen key risks on the Directorate risk register (including two corporate risks on the Corporate Risk Register).

4.2. There is one new risk, CD005 Bridge Valley Road stabilisation.

4.3. All risks were reviewed by the risk owners during December and the status and mitigations updated accordingly.

4.4. Three risks are at "red" status–

- Management and Delivery of Major Infrastructure Projects;
- Flood Risk; and
- Bridge Valley Road Stabilisation.

4.5. A copy of the SPAR.net risk register is attached at Appendix 1.

APPENDIX 1

2010/11 - QUARTER 3 RISK REPORT

CITY DEVELOPMENT DIRECTORATE RISK REGISTER

	<i>No.</i>	<i>Day</i>	<i>Month</i>	<i>Year</i>
VERSION	15	18th	Jan	2011

VERSION CONTROL HISTORY					
Version No.	Reviewed By:	Review Date	Version No.	Reviewed By:	Review Date
1	Audit Committee	12TH January 2007	8	Executive Member	21 st January 2009
2	PTSD DMT	14 th February 2007	9	City Development DMT	29 th April 2009
3	PTSD DMT	6 th June 2007	10	City Development DMT	18 th November 2009
4	PTSD DMT	5 th December 2007	11	Executive Member	14 th December 2009 15 th December 2009
5	Audit Committee	18 th January 2008	12	Audit Committee	15 th January 2010
6	PTSD DMT	11 th March 2008			
7	City Development DMT	24 th September 2008	13	City Development DMT	10 th March 2010
7	Executive Member	24 th September 2008	14	City Development DMT	9th June 2010
8	City Development DMT Work in Progress (WIP) (i.e. Integration of Regeneration, Cultural Services and Corporate RR's)	19 th November 2008	15	City Development DMT	8th December 2010
8	City Development DMT	14 th January 2009	15	Executive Member	13 ^h December 2010 15th December 2010
8	Audit Committee	16 th January 2009	15	Audit Committee	21st January 2011

City Development Risk Register

Rework and migration of risk register November 2010 – audit trail

<u>Old Ref</u>	<u>Risk title</u> <u>Owner(s)</u> <u>Division</u>	<u>Action/comments</u>	<u>New Risk title</u> <u>Owner(s)</u> <u>Division</u>	<u>Spar.Net ref</u>
1	Traffic Regulation Orders Peter Mann Gareth Vaughan-Williams Traffic Management	Merged with 16, now under new risk.	Parking Income Peter Mann Terry Bullock David Bunting Traffic Management	DRR CD006
2	Failure of UTC system Peter Mann John Laite Traffic Management	Managed as business as usual. REMOVED	Failure of UTCM system Peter Mann Terry Bullock Traffic Management	
3a	Flood risk – inadequate maintenance. Peter Mann Peter Brook Engineering services	All 3 flood risks now merged under one new risk.	Flood Risk Peter Mann Steven Sodek Engineering services	DRR CD002
3b	Flood risk – severe weather and high tides. Peter Mann Peter Brook Engineering services	Removed as merged with 3a, now under new risk.	N/A	
3c	Docks infrastructure failure. Alun Owen Richard Smith City Docks	Removed as merged with 3a, now under new risk.	N/A	
4	Failure to adequately prepare for winter conditions. Peter Mann Peter Brook Engineering services		Winter Maintenance Peter Mann Jim Creamer Engineering services	DRR CD003
5	Damage to records. Kate Davenport Julie Finch Kate Murray Zoe Willcox Culture and Planning		Loss of Records Planning	DRR CD007
6	Failure to reduce road casualties. Peter Mann Terry Bullock Traffic Management	Managed as business as usual. REMOVED	N/A	
7		Already Merged with 8.		

8	Failure to undertake sound statutory and non-statutory regulatory activity Peter Mann Zoe Willcox Transport and Planning	Managed as business as usual. REMOVED		
9	Transport infrastructure. Transport Major Projects	This is now in the process of being merged with CRR 004	Management and delivery of Major Infrastructure Projects. Transport Major Projects	CRR 026 but mitigations updated with CRR 004
10	Failure to demonstrate improvement in VFM. David Bishop DMT Directorate	Managed as business as usual. REMOVED		
11	Business continuity management.	Managed as business as usual. REMOVED		
12	Business transformation / restructuring programme. David Bishop DMT Directorate	Merged with 18.	Pressures relating to core revenue budgets and capital combined with internal Corporate restraints and Strategic Options.	DRR CD009
13	Partnership working			
14	Management and delivery of major infrastructure projects. David Bishop DMT Directorate		Management and delivery of Major Infrastructure Projects.	CRR 004
15	Increase in energy prices; street lighting and change in transport costs. Peter Mann Darren Smith Geoff Mills Engineering/Transport		Increase in energy prices and street lighting	DRR CD001
16	Changes to parking income. Peter Mann David Bunting Parking services	Removed as merged with 1, now under new risk.	Parking Income	DRR CD006

17	Failure to meet s58 obligations Peter Mann Peter Brook Engineering services		Failure to meet s58 obligations	DRR CD004
18	Budget management/control David Bishop DMT Directorate	Risk expanded to include delivery of strategic options and capital budget management.	Pressures relating to core revenue budgets and capital combined with internal Corporate restraints and Strategic Options.	DRR CD009
19	Failure to deliver David Bishop DMT Directorate	Managed as business as usual. REMOVED		
20	Recruitment and retention of key staff David Bishop DMT Directorate	Managed as business as usual. REMOVED		
21	Inadequate health and safety management. David Bishop DMT Directorate	Managed as business as usual. REMOVED		
22	Industrial relations. David Bishop DMT Directorate		Industrial relations.	DRR CD011
23	Bristol's national reputation for culture. David Bishop Kate Davenport Kate Murray Culture	This will be considered within the review of CD008 – Management and delivery of culture and related stakeholder management.	Management and delivery of culture and related stakeholder management.	DRR CD008
24	Unplanned emerging David Bishop DMT Directorate	Merged with 18.	Pressures relating to core revenue budgets and capital combined with internal Corporate restraints and Strategic Options.	DRR CD009

City Development - ALL RISKS (CRR and DRR)

**Report for 2010-2011
For City Development
Not Including Child Projects records, Including Mitigation records**

Key to Performance Status:

Mitigation	Well behind schedule	Behind schedule	On schedule	Completed	No Data available
Risks:	Review Overdue (0+)	High (6+)	Medium (3+)	Low (1+)	

City Development - ALL RISKS (CRR and DRR)

Risk: Flood Risk The risk affecting over 16,000 properties, 30,000 expected in future in addition to major trunk roads (e.g. A4, M5, M49, M32) and 15,000 properties in business and industry **Risk Code: DRR - CD002**

Inherent Status: High (6) **Inherent Risk Severity: High** **Inherent Risk Likelihood: Medium**

Date Identified: 20 Sep 2010 **Service: Engineering Group**

Mitigation records					
Mitigation Status	Mitigation	Info	Person	Date Identified	Last Review Date
On schedule	Business case for Highways drainage and watercourses	Prepare business case to secure funding required to catch-up on works to improve the highway drainage and watercourses.	Steven Sodek	01/10/2010	17/01/2011
On schedule	Conduct Central Area Flood Risk Assessment	A study to understand the level of protection of defences along the River Avon and its tributaries now and in the future (climat change and sea level rise).	Steven Sodek	01/10/2010	17/01/2011
On schedule	Conduct Surface Water Management Plan Study	To understand the impact of rainfall run-off over the whole city	Steven Sodek	01/10/2010	17/01/2011
On schedule	Develop a Strategy document	As required by the Flood Water MAintenance Act 2010, following the outcome of the studies.	Steven Sodek	01/10/2010	17/01/2011
Well behind schedule	Develop Water Management Policy	To develop a Water Management Policy within the Core Strategy to manage how water is used	Peter Mann	15/12/2010	17/01/2011

City Development - ALL RISKS (CRR and DRR)

Risk: Flood Risk The risk affecting over 16,000 properties, 30,000 expected in future in addition to major trunk roads (e.g. A4, M5, M49, M32) and 15,000 properties in business and industry **Risk Code: DRR - CD002**

Inherent Status: High (6) **Inherent Risk Severity: High** **Inherent Risk Likelihood: Medium**

Date Identified: 20 Sep 2010 **Service: Engineering Group**

Mitigation records

Mitigation Status	Mitigation	Info	Person	Date Identified	Last Review Date
On schedule	Dundry Hill Flood Risk Assessment	A study to improve the asset database and understand the risks that the unique topography of the area poses towards properties in South Bristol	Steven Sodek	01/10/2010	17/01/2011
On schedule	Establish a register	As required by the Flood Water Maintenance Act to log all flood incidents.	Steven Sodek	01/10/2010	17/01/2011
Behind schedule	Establish an automated system to improve delivery and compliance	Establish an automated system to improve the delivery and compliance with maintenance contracts	Steven Sodek	01/10/2010	17/01/2011
On schedule	Establish close working liaison with Civil Contingency Unit	Close working liaison to be established with Civil Contingency Unit in order to be prepared for major floods.	Steven Sodek	01/10/2010	17/01/2011
On schedule	Preliminary Flood Risk Assessment	To complete a preliminary Flood Risk Assessment as required by the EU Floods Directive.	Steven Sodek	01/10/2010	17/01/2011
Behind schedule	Review of funding to protect Avonmouth	Review of the funding to improve defences and mitigate the risks to protect the future of Avonmouth to proceed with the business case.	Peter Mann	01/10/2010	17/01/2011
On schedule	Sustainable drainage systems	Co-ordinate and obtain approval for sustainable drainage systems for new developments	Steven Sodek	01/10/2010	17/01/2011
Behind schedule	To identify additional land	Additional land to be identified for development control to be safeguard for flood prevention measures.	Steven Sodek	01/10/2010	17/01/2011

Current Status: High (6) **Previous Status: High (6)** **Current Risk Severity: High** **Current Risk Likelihood: Medium**

Risk Champion: Mike Harding **Risk Owner: None**

Review Note:

Risk: Bridge Valley Road stabilisation The slope behind and above the retaining wall is moving and exerting pressure on the retaining wall and tunnel that could result in a significant failure endangering highway users. **Risk Code: DRR - CD005**

Inherent Status: High (6) **Inherent Risk Severity: High** **Inherent Risk Likelihood: Medium**

Date Identified: 20 Sep 2010 **Service: Engineering Group**

City Development - ALL RISKS (CRR and DRR)

Risk: Bridge Valley Road stabilisation The slope behind and above the retaining wall is moving and exerting pressure on the retaining wall and tunnel that could result in a significant failure endangering highway users. **Risk Code: DRR - CD005**

Inherent Status: High (6) **Inherent Risk Severity: High** **Inherent Risk Likelihood: Medium**

Date Identified: 20 Sep 2010 **Service: Engineering Group**

Mitigation records

Mitigation Status	Mitigation	Info	Person	Date Identified	Last Review Date
On schedule	Commencement of work	Commence the work - expected mid/late February	Jim Creamer	01/10/2010	17/01/2011
On schedule	Design plan	Finalise the design plan	Jim Creamer	01/10/2010	17/01/2011
On schedule	Options for re-opening footpath	Review of options for the re-opening of the footpath currently impassable as part of the design process.	Jim Creamer	01/10/2010	17/01/2011
On schedule	Post design completion, tenders for stabilisation	Following the completion of the design, tenders for the permanent stabilisation work to be invited from specialist contractors.	Jim Creamer	15/12/2010	17/01/2011

Current Status: High (6) **Previous Status: High (6)** **Current Risk Severity: High** **Current Risk Likelihood: Medium**

Risk Champion: Mike Harding **Risk Owner: Jim Creamer**

Review Note:

Risk: Transport infrastructure Failure to achieve improvements in performance (in particular, reducing congestion) and to provide infrastructure to support growth in housing numbers. **Risk Code: CRR026**

Inherent Status: High (9) **Inherent Risk Severity: High** **Inherent Risk Likelihood: High**

Date Identified: 01 Apr 2009 **Service: Major Projects**

Mitigation records

Mitigation Status	Mitigation	Info	Person	Date Identified	Last Review Date
On schedule	Adopt new process for community engagement. To ensure buy-in, enabling successful delivery.	Implementation of effective on-line customer engagement mechanisms currently underway. Residents parking pilots imminent.	David Bishop	01/01/2010	17/01/2011
On schedule	Appoint Cycling City Project Manager and establish Team	Cycling City projects underway	David Bishop	01/04/2009	17/01/2011
Completed	Appoint Major Projects Director and establish Project Team.		David Bishop	01/04/2009	17/01/2011

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City Development - ALL RISKS (CRR and DRR)

Risk: Transport infrastructure Failure to achieve improvements in performance (in particular, reducing congestion) and to provide infrastructure to support growth in housing numbers.					Risk Code: CRR026
Inherent Status: High (9)		Inherent Risk Severity: High	Inherent Risk Likelihood: High		
Date Identified: 01 Apr 2009			Service: Major Projects		
Mitigation records					
Mitigation Status	Mitigation	Info	Person	Date Identified	Last Review Date
On schedule	Bus services improvement	Bottom half of M32 Bus Lane completed. Poor performance of local bus operator being addressed by new management. Showcase 2 Bus Corridor complete, patronage up.	David Bishop	01/04/2009	17/01/2011
On schedule	Cycling City status and £11.4m grant secured.	City Cycling Project underway.	David Bishop	01/04/2009	17/01/2011
On schedule	Deliver strategic transport schemes according to programme.	Greater Bristol Bus Network (GBBN) and Bristol Rapid Transport (BRT) projects on programme. Transport & Works Order imminent. BRT3 Hengrove to North Fringe on programme for bid submission - Spring 20	David Bishop	01/04/2009	17/01/2011
On schedule	Establish Joint Transport Committee to strengthen local governance	Working effectively albeit decision not to undertake Integrated Transport Authority (ITA) review disappointing.	David Bishop	01/04/2009	17/01/2011
On schedule	Highway infrastructure survey	Danger of highway infrastructure, e.g. traffic signals failing due to increasing age. Survey will identify those at greatest risk so that funding can be targeted.	David Bishop	01/04/2009	17/01/2011
On schedule	Parking improvements	Residents parking proposals endorsed by Cabinet. Resident parking pilots in design. Parking management issues being addressed.	David Bishop	01/04/2009	17/01/2011
On schedule	Secure West of England transport funds at regional funding allocation (RFA) stage.	RFA refresh scheme protection secured, but imminent budget cut/re-prioritisation in a major risk.	David Bishop	01/04/2009	17/01/2011
Current Status: Medium (4)		Previous Status: Medium (4)	Current Risk Severity: Medium		Current Risk Likelihood: Medium
Risk Champion: Mike Harding			Risk Owner: David Bishop		
Review Note:					

City Development - ALL RISKS (CRR and DRR)					
Risk: Management and Delivery of Major Infra-structure Projects Risk of increased costs and delay as a result of weaknesses in project planning and management.					Risk Code: CRR004
Inherent Status: High (9)		Inherent Risk Severity: High	Inherent Risk Likelihood: High		
Date Identified: 01 Apr 2009			Service: Major Projects		
Mitigation records					
Mitigation Status	Mitigation	Info	Person	Date Identified	Last Review Date
On schedule	Capital Programme Board	Capital Programme Board established to monitor key progress, spend, issues and risks monthly.	Alistair Cox	17/01/2011	17/01/2011
On schedule	Continuous liaison	Continuous liaison between Capital Programme Officers and Project Managers to review progress, spend, issues and risks.	Alistair Cox	17/01/2011	17/01/2011
On schedule	Government discussions for West of England Partnership	Continuous discussions with Government departments to ensure best decisions are made for West of England Partnership	Tracey Kerr	17/01/2011	17/01/2011
Completed	Infrastructure and Development Board monitors progress of major projects	Improved arrangements for reporting. Quarterly reports on overall capital planning now in place.	Alun Owen	01/04/2009	17/01/2011
On schedule	Internal gateway review	Continue the internal gateway review process for major projects	David Bishop	17/01/2011	17/01/2011
Completed	Leader's Briefing Group receives progress reports.		Alun Owen	01/04/2009	17/01/2011
On schedule	Member updates on project benefits	Frequent updates to Members on benefits of projects, in particular major regeneration projects, e.g. Lockleaze and Knowle West	David Bishop	17/01/2011	17/01/2011
On schedule	Monitoring of SW of E Project Fund	Regular monitoring of the South west of England Transport Project Fund FRA refresh scheme that has been secured - imminent budget cut/prioritisation is major risk.	Alun Owen	17/01/2011	17/01/2011
On schedule	On-line customer engagement	Implement a new effective on-line customer engagement mechanism to provide for community engagement to ensure buy-in, enabling successful delivery.	Alun Owen	17/01/2011	17/01/2011
On schedule	Review and Monitor Capital recharges		Alistair Cox	17/01/2011	17/01/2011
On schedule	Review major expenditure areas	Undertake a review of the major expenditure areas to ensure sufficient performance monitoring information is available to assess VFM of expenditure.	Alistair Cox	17/01/2011	17/01/2011

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City Development - ALL RISKS (CRR and DRR)

Risk: Management and Delivery of Major Infra-structure Projects Risk of increased costs and delay as a result of weaknesses in project planning and management.					Risk Code: CRR004
Inherent Status: High (9)		Inherent Risk Severity: High		Inherent Risk Likelihood: High	
Date Identified: 01 Apr 2009			Service: Major Projects		
Mitigation records					
Mitigation Status	Mitigation	Info	Person	Date Identified	Last Review Date
Completed	Revise guidance on procurement and project management	Follow the Redland Green external audit report.	Alun Owen	01/01/2010	17/01/2011
On schedule	Sign-off of projects by Transformation Board	All projects to be signed-off by Transformation Board, comprising both strategic and service Directors.	David Bishop	17/01/2011	17/01/2011
Current Status: Medium (4)		Previous Status: High (6)		Current Risk Severity: Medium	
Risk Champion: Mike Harding			Risk Owner: David Bishop		
Review Note:					

Risk: Energy management - Estimated increase of between 10% and 20% in energy cost for unmetered supply					Risk Code: DRR - CD001
Inherent Status: High (6)		Inherent Risk Severity: Medium		Inherent Risk Likelihood: High	
Date Identified: 20 Sep 2010			Service: Engineering Group		
Mitigation records					
Mitigation Status	Mitigation	Info	Person	Date Identified	Last Review Date
On schedule	Installation of energy efficient lamps	Intall 'White light' lamps into existing laterns to reduce energy consumption	Darren Smith	03/11/2010	17/01/2011
On schedule	Installation of equipment	Upon agreement, equipment to be installed alongside the white light programme.	Darren Smith	01/10/2010	17/01/2011
On schedule	Introduce dimming or part night lighting	Reduce energy consumption by involving Neigh' partnerships & residents	Darren Smith	03/11/2010	17/01/2011
On schedule	Monitor Energy Market	Cont to monitor energy prices from Oct -Dec to identify trend and purchase when markiet is low	Darren Smith	03/11/2010	17/01/2011
On schedule	Monitor New Technology	Continue to assess new technologies such as LED lighting to identify future opportunities to reduce energy usage.	Darren Smith	03/11/2010	17/01/2011
Current Status: Medium (4)		Previous Status: High (6)		Current Risk Severity: Medium	
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City Development - ALL RISKS (CRR and DRR)

Risk: Energy management - Estimated increase of between 10% and 20% in energy cost for unmetered supply			Risk Code: DRR - CD001
Inherent Status: High (6)	Inherent Risk Severity: Medium	Inherent Risk Likelihood: High	
Date Identified: 20 Sep 2010		Service: Engineering Group	
Risk Champion: Mike Harding		Risk Owner: Darren Smith	
Review Note:			

Risk: Failure to meet our S58 obligations Failure to implement the maintenance programme leading to claims for loss/injury. Inadequate funding leading to deterioration. Increase in burden, leading to backlogs and hence more demands. Effect on the economy from traffic delays and unsafe routes.			Risk Code: DRR - CD004
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Inherent Status: High (6)	Inherent Risk Severity: High	Inherent Risk Likelihood: Medium	
Date Identified: 20 Sep 2010		Service: Engineering Group	

Mitigation records					
Mitigation Status	Mitigation	Info	Person	Date Identified	Last Review Date
On schedule	Ensure knowledge of national developments	Ensure knowledge of national developments (including legal) and continue with own R&D issues.	Darren Smith	01/10/2010	17/01/2011
On schedule	Implement procedures to back up HAM	Implement operational procedures to back up HAM	Tracey Kerr	01/10/2010	17/01/2011
On schedule	Modernise procedures and processes	Modernise procedures and processes - mainly via IT/GIS/integrated database development, all towards TAMP.	Darren Smith	01/10/2010	17/01/2011
On schedule	Ongoing development of Highways Asset Management planning		Darren Smith	01/10/2010	17/01/2011
On schedule	Resources focus on higher risks	Ongoing review to ensure that limited resources are carefully focussed on the higher risks - leading to restructuring and budgetary virement if appropriate.	Darren Smith	01/10/2010	17/01/2011

Current Status: Medium (4)	Previous Status: High (6)	Current Risk Severity: Medium	Current Risk Likelihood: Medium
Risk Champion: Mike Harding		Risk Owner: Darren Smith	
Review Note:			

City Development - ALL RISKS (CRR and DRR)

Risk: Winter Maintenance Dangerous, impassable roads leading to congestion. Public transport unable to operate effectively. Schools, elderly person's homes etc closed. Emergency services affected. Major/minor RTA's. Personal injury from slips on icy surfaces. Threat to life/community welfare from stranded motorists. **Risk Code: DRR - CD003**

Inherent Status: High (6) **Inherent Risk Severity: High** **Inherent Risk Likelihood: Medium**

Date Identified: 20 Sep 2010 **Service: Engineering Group**

Mitigation records

Mitigation Status	Mitigation	Info	Person	Date Identified	Last Review Date
On schedule	Explore further joint working with neighbouring authorities		Tracey Kerr	01/10/2010	17/01/2011
On schedule	Grit drop at 600 locations.	Arrangements in place for grit to be dropped to 600 locations in extreme weather.	Jim Creamer	01/10/2010	17/01/2011
On schedule	Gritting to be carried out prior to likelihood of traffic gridlock		Jim Creamer	01/10/2010	17/01/2011
On schedule	Improved PR with TV and radio broadcasts on timely travel		Tracey Kerr	01/10/2010	17/01/2011
On schedule	Increase salt supplies	Procure increase salt supplies and arrange undercover storage to ensure greater supplies can be held.	Jim Creamer	01/10/2010	17/01/2011
On schedule	Possible installation of additional weather station(s)		Jim Creamer	01/10/2010	17/01/2011

Current Status: Medium (4) **Previous Status: High (6)** **Current Risk Severity: Medium** **Current Risk Likelihood: Medium**

Risk Champion: Mike Harding **Risk Owner: Jim Creamer**

Review Note:

Risk: Mgt and delivery of transformation of Culture and related stakeholder Mgt Failure to meet budgets and savings and an adverse effect on service provisions. **Risk Code: DRR - CD008**

Inherent Status: High (6) **Inherent Risk Severity: High** **Inherent Risk Likelihood: Medium**

Date Identified: 20 Sep 2010 **Service: Arts and Culture**

Mitigation records

Mitigation Status	Mitigation	Info	Person	Date Identified	Last Review Date
On schedule	Culture asset rationalisation	Undertake a review of the asset rationalisation across Culture in order to optimise the use of assets.	Julie Finch	01/10/2010	17/01/2011

City Development - ALL RISKS (CRR and DRR)

Risk: Mgt and delivery of transformation of Culture and related stakeholder Mgt Failure to meet budgets and savings and an adverse effect on service provisions.					Risk Code: DRR - CD008
Inherent Status: High (6)		Inherent Risk Severity: High	Inherent Risk Likelihood: Medium		
Date Identified: 20 Sep 2010			Service: Arts and Culture		
Mitigation records					
Mitigation Status	Mitigation	Info	Person	Date Identified	Last Review Date
On schedule	Government funding for Arts and Museums	Continue discussions with Government departments to ensure best decisions on funding for the future of Arts and Museums are made for Bristol and the LEP	Julie Finch	01/10/2010	17/01/2011
On schedule	Monitoring of M Shed	Regular monitoring and reporting of progress from delivery of the transformation programme and M Shed opening on time and within budget.	Julie Finch	01/10/2010	17/01/2011
Completed	Renaissance business plan 11/12	Complete the transition business plan for Renaissance 11/12	Julie Finch	01/10/2010	17/01/2011
On schedule	Repositioning of Cultural Service Depts	Implementation of process and close management for repositioning Cultural Service depts, libraries, festival, museums and archives.	Julie Finch	01/10/2010	17/01/2011
On schedule	Review functions within Culture to optimise income	Undertake a review of the alignment functions within Culture to reflect commissioning potential to optimise income generation.	Julie Finch	01/10/2010	17/01/2011
On schedule	Strategy for the LEP	Formation of a meaningful and actioned strategy for the LEP	Julie Finch	01/10/2010	17/01/2011
On schedule	Trust status for Colston hall	Continue to closely manage the finalisation of the move to a Trust status for the Colston Hall	Julie Finch	01/10/2010	17/01/2011
Current Status: Medium (4)		Previous Status: High (6)	Current Risk Severity: Medium	Current Risk Likelihood: Medium	
Risk Champion: Mike Harding			Risk Owner: None		
Review Note:					

Risk: Pressures relating to core revenue budgets/capital (RFA/LTP) Pressures relating to core revenue budgets and capital (RFA/LTP) combined with internal Corporate restraints and Strategic Options. Failure to meet budgets and savings and an adverse effect on service provisions.					Risk Code: DRR - CD009
Inherent Status: High (6)		Inherent Risk Severity: High	Inherent Risk Likelihood: Medium		
Date Identified: 20 Sep 2010			Service: Corporate Indicators (CD)		

City Development - ALL RISKS (CRR and DRR)

Risk: Pressures relating to core revenue budgets/capital (RFA/LTP) Pressures relating to core revenue budgets and capital (RFA/LTP) combined with internal Corporate restraints and Strategic Options. Failure to meet budgets and savings and an adverse effect on service provisions.					Risk Code: DRR - CD009
Inherent Status: High (6)		Inherent Risk Severity: High		Inherent Risk Likelihood: Medium	
Date Identified: 20 Sep 2010				Service: Corporate Indicators (CD)	
Mitigation records					
Mitigation Status	Mitigation	Info	Person	Date Identified	Last Review Date
On schedule	Early corrective action	Early corrective action to ensure resources and income are in balance for projects and service delivery.	David Bishop	01/10/2010	17/01/2011
On schedule	Monitoring and reporting	Monthly monitoring and reporting of progress on projects and programmes and saving initiatives	David Bishop	01/10/2010	17/01/2011
On schedule	Prioritise capital investments	Prioritised capital investments identified through the Directorate Asset Management Planning process.	David Bishop	01/10/2010	17/01/2011
On schedule	Review of service areas	Review of service areas for externalising service to provide 'best in class' service and realise efficiency savings.	David Bishop	01/10/2010	17/01/2011
On schedule	Secure Finance	Working with colleagues within Corporate Resources at the Centre to secure finance.	David Bishop	01/10/2010	17/01/2011
Current Status: Medium (4)		Previous Status: High (6)		Current Risk Severity: Medium	
Risk Champion: Mike Harding			Risk Owner: None		
Review Note:					

Risk: Partnership working Failure to achieve the benefits fo partnership working, with an adverse effect on funding, outcomes and resources.					Risk Code: DRR - CD010
Inherent Status: High (6)		Inherent Risk Severity: High		Inherent Risk Likelihood: Medium	
Date Identified: 20 Sep 2010				Service: Corporate Indicators (CD)	
Mitigation records					
Mitigation Status	Mitigation	Info	Person	Date Identified	Last Review Date
On schedule	Establish a new Local Enterprise Partnership (LEP)		David Bishop	01/10/2010	17/01/2011
On schedule	Establish Partnerships	Work to establish partnerships with other organisations and government bodies.	David Bishop	01/10/2010	17/01/2011

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City Development - ALL RISKS (CRR and DRR)

Risk: Partnership working Failure to achieve the benefits fo partnership working, with an adverse effect on funding, outcomes and resources.					Risk Code: DRR - CD010
Inherent Status: High (6)		Inherent Risk Severity: High	Inherent Risk Likelihood: Medium		
Date Identified: 20 Sep 2010			Service: Corporate Indicators (CD)		
Mitigation records					
Mitigation Status	Mitigation	Info	Person	Date Identified	Last Review Date
On schedule	Pursue LEP funding resources	Pursue all finding resources to enable LEP to be influential when established	David Bishop	01/10/2010	17/01/2011
Current Status: Medium (4)		Previous Status: High (6)	Current Risk Severity: Medium	Current Risk Likelihood: Medium	
Risk Champion: Mike Harding			Risk Owner: None		
Review Note:					

Risk: Industrial relations Disruption to services or unplanned increase in costs as a result of breakdown in industrial relations.					Risk Code: DRR - CD011
Inherent Status: High (9)		Inherent Risk Severity: High	Inherent Risk Likelihood: High		
Date Identified: 20 Sep 2010			Service: Corporate Indicators (CD)		
Mitigation records					
Mitigation Status	Mitigation	Info	Person	Date Identified	Last Review Date
On schedule	HR Committee/HOP's approval	Approval and appeal mechanism.	Elaine Carpenter	01/10/2010	17/01/2011
On schedule	JCC AND EJCC consultations	JCC, EJCC consultation arrangements, and informal C Ex/TU meeting	Elaine Carpenter	01/10/2010	17/01/2011
On schedule	National terms and conditions applied.		Elaine Carpenter	01/10/2010	17/01/2011
On schedule	Policies and Framework	Clearly defined local policies and framework core policies/procedures.	Elaine Carpenter	01/10/2010	17/01/2011
On schedule	Staff consultation/engagement	Staff consultation/engagement on specific issues e.g. meeting with Regional Officers re: Transformation.	Elaine Carpenter	01/10/2010	17/01/2011
Current Status: Medium (4)		Previous Status: High (9)	Current Risk Severity: Medium	Current Risk Likelihood: Medium	
Risk Champion: Mike Harding			Risk Owner: None		
Review Note:					

City Development - ALL RISKS (CRR and DRR)

Risk: Changes to parking income Loss of income from on and off street parking, penalty charge notices etc. Unable to meet saving target and an adverse effect on service provision					Risk Code: DRR - CD006
Inherent Status: High (6)		Inherent Risk Severity: High		Inherent Risk Likelihood: Medium	
Date Identified: 20 Sep 2010				Service: City Transport	
Mitigation records					
Mitigation Status	Mitigation	Info	Person	Date Identified	Last Review Date
Behind schedule	Clearance of backlog	Liaise with HAM on the clearance of backlog TRO's and Lines and Signs	Terry Bullock	01/10/2010	17/01/2011
On schedule	Increase in bus lanes	Increase the number of bus lane enforcements. Phase 1 of the scheme to be completed	Terry Bullock	01/10/2010	17/01/2011
On schedule	Kingsdown RPS	Implement new xcheme - Kingsdown RPS, installation of the infrastructure and issue of residents.	Terry Bullock	01/10/2010	17/01/2011
On schedule	New financial monitoring systems	Implement new and robust financial monitoring systems	David Bunting	01/10/2010	17/01/2011
On schedule	New Parking tariffs	Implement the new parking tariffs	David Bunting	01/10/2010	17/01/2011
On schedule	Performance monitoring	Regular performance monitoring of staff to ensure current productivity levels maintained.	David Bunting	01/10/2010	17/01/2011
On schedule	Phase 2 of bus lane	Phase 2 of bus lane enforcement to commence	Terry Bullock	01/10/2010	17/01/2011
Current Status: Low (2)		Previous Status: High (6)		Current Risk Severity: Medium	
Risk Champion: Mike Harding			Current Risk Likelihood: Low		
Risk Owner: Terry Bullock, David Bunting			Risk Owner: Terry Bullock, David Bunting		
Review Note:					

Risk: Loss of records Loss, partial loss or damage to planning/building regulations records, deed, legal agreements and associated correspondence relating to land and buildings, Magistrates Court, Coroners Court, fire service, probation service etc					Risk Code: DRR - CD007
Inherent Status: High (6)		Inherent Risk Severity: High		Inherent Risk Likelihood: Medium	
Date Identified: 20 Sep 2010				Service: Development Services	
Mitigation records					
Mitigation Status	Mitigation	Info	Person	Date Identified	Last Review Date

City Development - ALL RISKS (CRR and DRR)					
Risk: Loss of records Loss, partial loss or damage to planning/building regulations records, deed, legal agreements and associated correspondence relating to land and buildings, Magistrates Court, Coroners Court, fire service, probation service etc					Risk Code: DRR - CD007
Inherent Status: High (6)		Inherent Risk Severity: High		Inherent Risk Likelihood: Medium	
Date Identified: 20 Sep 2010				Service: Development Services	
Mitigation records					
Mitigation Status	Mitigation	Info	Person	Date Identified	Last Review Date
On schedule	Archiving	Archiving (modern records) and digitisation of records	Nicky Winter	01/10/2010	17/01/2011
On schedule	Transfer of data	Transfer of data onto new card index system/digitisation.	Nicky Winter	01/10/2010	17/01/2011
Current Status: Low (2)		Previous Status: High (6)		Current Risk Severity: Medium	
Risk Champion: Mike Harding			Risk Owner: Nicky Winter		
Review Note:					
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