

BRISTOL CITY COUNCIL

Audit Committee

17th January 2014

Report of: Strategic Director Business Change

Report Title: Quarter 2 2013/14 Business Change Risk Register

Ward: Citywide

Officer presenting report: Mark Taylor, Interim Service Director Finance, Business Change

Contact Telephone Number: 0117 92 22419

RECOMMENDATION

The Audit Committee

1. review and approve the Risk Register for the Business Change Directorate at Appendix 1.

SUMMARY

This report covers the second quarterly risk management review for 2013/14.

The significant issues in the report are:

- Detailed content changes and variations to the risks since the previous quarter last reported to the Audit Committee on 23rd January 2013 are set out below.
- The following risks have a current HIGH risk status: Single Change Programme (CRR24) and Business Change directorate programme of change (OD10).
- Progress has been made in more actively managing risks and mitigations including setting a target achievement status and date for achievement.

Policy

It was recently agreed by the Audit Committee for directorate risk register reports to be presented as a main agenda item.

Consultation:

Internal: Officers from within the directorate, including risk owners, mitigation owners, the risk champion and the directorate leadership team were consulted.

External: None necessary

1. Background

- 1.1 This report concerns risks owned by the Business Change directorate (formerly known as Organisational Development, and before that Corporate Services).
- 1.2 A number of risks in the risk register were owned by Strategic Property. This division has now been realigned to Regeneration/Place and the risks transferred accordingly (see 'transferred risks' below).
- 1.3 To reflect developments in the management of corporate risks, the directorate is being proactive in reviewing the risks within its control, considering what further improvements can be made to the risk rating and through what additional mitigations, and setting a target risk status for each one with a target achievement date. This has led to a number of risks being removed from the risk register in their entirety as fully mitigated.

2. Quarter 2 Directorate risk register review

- 2.1 Appendix 1 provides full details of the current directorate risks and how these risks are being managed.
- 2.2 Currently there are seven risks recorded on the risk register and these are presented in order of highest current risk. Five of these are also listed as Corporate Risks in the Corporate Risk Register. Corporate Risks are currently subject to an ongoing review which will culminate in early February at a "brainstorming" Workshop attended by 1st & 2nd tier Directors - as will be further reported to this Committee at its next meeting in April.
- 2.3 Two risks are demonstrating a high risk status, as follows:
 - **Single Change Programme CRR24** (formerly Bristol Change Programme) – this risk has been significantly revised to reflect the shift to the single change programme. While the new programme brings stronger leadership and governance to all change, which will over time reduce the risk, the pace of change and the risk of not delivering remain high.
 - **Business Change programme of change OD10** – this risk concerns the directorate's own change programme which is critical to the directorate's ability to lead or support the organisation through the wider single change programme, and is considered to be high risk.

The remainder are either of medium or low status.

- 2.4 At its January 2013 meeting, the Committee requested inclusion of 'target risk' and the direction of travel since the previous quarter to be included and this analysis has progressed and is shown in Appendix 2. The addition of this information identifies that :

- Most risks are due to achieve their target status and date either within 2013/14 or early in 2014/15.
- The two risks currently assessed as high, described above, are capable of being mitigated down to either a medium or low level.
- Four of the risks currently assessed as medium are capable of being mitigated down to either a lower grade of medium or a low level.
- The target status and date have yet to be defined for one recently-identified risk.

2.5 There is now an opportunity to develop the risk management methodology and make it more effective in reducing 'Current risk' levels. This will require risk owners, with the risk champion, to continue to review and challenge the information in the register and the effectiveness of the risk management strategies in respect of each risk.

2.6 The main amendments to the register since January 2013 have been as follows:

New Risks

Council Tax Reduction – *Increased risk of non-payment of Council Tax and other debt to the authority as well as increasing the cost of collection in both the front and back offices.* (Please note: The 2013/14 Council Tax Reduction scheme is still subject to agreement at the time of writing.)

Deleted Risks

Health and Safety – *Reputational risk of incidents leading to prosecution.*

No change in status (green) since April 2010 and archived as no further potential for reduction. However health and safety considerations are being kept under review and the risk can be reactivated if necessary.

Employee Relations – *Disruption to services or unplanned increase in costs as a result of breakdown in employee relations.*

Remaining claims settled and within budget, and the risk deleted.

Housing Benefits – *Failure to provide a Housing Benefits service of an adequate standard and to maximise the subsidy receivable from the government. Failure to deliver against the recommendations of the Audit Commission inspection and internal audit report.*

Retained as a directorate level risk at the request of the Audit Committee January 2013, pending the possible impact of Welfare Reform, and now subsumed within the overall Welfare Reform risk.

Failure to implement and derive benefits from purchase-to-pay system (COPS) – *Putting at risk the reputation of transformational change, disrupting supplies and adversely impacting on the achievement of planned savings.*

Deleted because purchase to pay is now integrated within the new ABW finance system.

Performance Management – *Failure to ensure appropriate performance management arrangements to deliver stated outcomes against corporate priorities.*

This was a broad risk with the fundamental mitigation being active, effective management by managers and with no real benefit from retaining it within the risk

register.

Loss of Council Funds from borrowing/lending activity – *Resulting in additional cost to the authority, either short term or long term.*

This risk was introduced because of issues around the collapse of the Icelandic bank. The investment has now been recovered.

Value for Money – *Failure to demonstrate improvement in value for money as a result of a consistently strong focus on value for money across the Council.*

Removed because value for money is an embedded strand of business activity and being supported for example through business partners, and not a stand-alone risk.

Transferred risk

Failure to achieve capital receipts target – transferred to Regeneration/Place.

Overspend due to reduced income (commercial estate) – transferred to Regeneration/Place.

3. Risk Assessment

- 3.1 A robust and effective risk management process serves to minimise the risk of failures in the Council's service provision. It supports the internal control environment and governance arrangements, whilst providing for Member involvement in ensuring that risks facing the Council are properly addressed and managed.

4. Equalities Impact Assessment

- 4.1 None necessary for this report

5. Legal and Resource Implications

- 5.1 Legal - N/A

- 5.2 Resource - N/A

Appendices

Appendix 1 – Quarter 2 Business Change Directorate Risk Register 2013/14

Appendix 2 – Risk Improvement: Target Projection

LOCAL GOVERNMENT ACCESS TO INFORMATION

Background Papers Relevant background details held on SPAR.net

2013/14 - QUARTER 2 RISK REPORT

**BUSINESS CHANGE DIRECTORATE
RISK REGISTER & SUMMARY HEADER**

	<i>No.</i>	<i>Day</i>	<i>Month</i>	<i>Year</i>
VERSION	6	17th	Jan	2014

VERSION CONTROL HISTORY		
Version No.	Reviewed By:	Review Date
1	Directorate Leadership Team	16 th April 2013
2	Directorate Leadership Team	21 st August 2013
3	Councillor Gollop	30 th September 2013
4	Councillor Gollop	19 th November 2013
5	Directorate Leadership Team	20 th November 2013
6	Audit Committee	17 th January 2014

<p>RISK ASSESSMENT</p> <p>METHODOLOGY</p> <p>Each risk is assessed according to the potential impact and likelihood (low [=1], medium [=2] or high [=3]) of the risk occurring, and scored by cross multiplying.</p>	<p>I</p> <p>M</p> <p>P</p> <p>A</p> <p>C</p> <p>T</p>	High	H/L 3x1=3	H/M 3x2=6	H/H 3x3=9
		Med	M/L 2x1=2	M/M 2x2=4	M/H 2x3=6
		Low	L/L 1x1=1	L/M 1x2=2	L/H 1x3=3
		Low	Low	Med	High
		RISK	LIKELIHOOD		

2013/14 Business Change - ALL RISKS (CRR and DRR)

Report for 2013-2014 For Business Change 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+)	

2013/14 Business Change - ALL RISKS (CRR and DRR)

<p>Risk: Single Change Programme There is a risk that the new single change programme does not deliver either the cultural or financial change required to secure a sustainable organisation for the future. Under the governance of a single Change Board, led by the City Director, the single change programme will be the vehicle for the delivery of change across all council services for the next three years, and will deliver a substantial proportion of the savings needed over this period. The change programme will be further developed over the coming months in line with the Mayor's vision and the corporate strategy and also the MTFs. The change approach will be to focus on the early delivery of benefits, followed by redesign of services across the council.</p>					<p>Risk Code: CRR024</p>	
Inherent Status: High (9)		Inherent Risk Severity: High		Inherent Risk Likelihood: High		
Date Identified: 01 Apr 2009				Service: Business Change & ICT		
Mitigation records						
Mitigation Status	Mitigation	Info	Responsible Person	Date Identified	Last Review Date	
On schedule	Alignment of the overall programme with the MTFs and recognition of defined cash benefits	The Service Director Finance is a member of the Change Board. A business partner has been allocated to work with the PMO to ensure that programme costs and benefits are managed and tracked. A finance project support team has been established as part of the new Finance structure. The new reporting arrangements will ensure benefits are tracked in line with the MTFs.	Paul Arrigoni	01/11/2013	08/11/2013	
Behind schedule	Bristol Workplace	We need to integrate the design of the workspace with the redesign of the organisation and the behavioural changes required to deliver the new organisation. Work is underway to look at what services are best co-located and what physical space will best enable those services to effectively work together.	Richard Billingham	01/11/2013	08/11/2013	
On schedule	Effective implementation of programme and project management protocols	Work streams and projects within the programme have been identified and are subject to full project management arrangements, including planning, resource allocation and risk management. The PMO provides professional leadership and standards to underpin delivery.	Paul Arrigoni	01/11/2013	08/11/2013	
On schedule	Effective programme governance	Corporate co-ordination and ownership is being delivered through the Change Board led by the City Director, supported by the Programme Management Office (PMO). The new single change programme has substantially reduced risks around governance. All project management resources are now prioritised and managed through the PMO.	Paul Arrigoni	01/04/2009	08/11/2013	
On schedule	ICT infrastructure	There has been substantial investment in the ICT infrastructure which provides a robust base for new services to be delivered. Much of our ICT estate will be modernised through the Information and Technology work stream to provide a robust platform from which the single change programme can be delivered. Priority projects such as the digital platform are now well defined and in delivery.	Paul Arrigoni	14/02/2012	08/11/2013	
Business Change						
SPAR.net				Print Date: 07 January 2014 09:53		

2013/14 Business Change - ALL RISKS (CRR and DRR)

Mitigation records					
Mitigation Status	Mitigation	Info	Responsible Person	Date Identified	Last Review Date
On schedule	Organisational development	Full organisational restructure is underway, including skills assessment and development of workforce improvement programmes/plans to achieve the type of organisation needed.	Richard Billingham	01/10/2013	08/11/2013
On schedule	Recalibration of benefits realisation to reflect the new programme	Delivery of all benefits will be tracked by the Change Board. New reporting arrangements are currently being established to support a high level of transparency around benefits delivery, along with a revised benefits management framework.	Paul Arrigoni	01/01/2010	08/11/2013
On schedule	Redefine Portfolio Risk Register	The portfolio risk register will be redefined and managed by the Portfolio Management Office on behalf of the Change Board as the new single change programme is firmed up. While the pace of change is much higher, the streamlined governance arrangements are enabling this to happen.	Paul Arrigoni	01/04/2009	08/11/2013
Current Status: High (6)		Previous Status: High (6)	Current Risk Severity: High		Current Risk Likelihood: Medium
Risk Champion: Christine Castle			Risk Owner: Angie Ridgwell		
<p>Review Note: The new single change programme approach gives much stronger leadership and governance to all change, which will reduce risk. However the pace of change is high and the impact of not delivering is also high. As the programme is firmed up over the coming months, specific key risk will be identified. However, at the current time the overall programme risk is assessed as high. Arrangements for the substance of two of the mitigations (portfolio risk register and benefits realisation) are being refined and the status of these mitigations will be updated at the next review point.</p>					

2013/14 Business Change - ALL RISKS (CRR and DRR)

<p>Risk: Business Change directorate programme of change fails to deliver objectives There is a risk that the directorate is not able to lead or support the organisation through the single change programme, causing the change programme to slow or stall creating ongoing financial pressures for the organisation. Specific risks are: that processes are not sufficiently lean and simple so that staff use them by choice, resulting in non-compliance and impacting on the organisation's ability to understand its performance and achievement; that ABW does not provide sufficiently robust control processes increasing the risk of fraud and financial loss, so diverting resources from where they are needed; and that the directorate does not have the requisite capability to provide the analysis, interpretation and support for the use of management information to facilitate timely decision making. Change within the directorate is linked to the wider organisational restructure commissioned by the City Director, to be in place by March 2014.</p>					<p>Risk Code: DRR - OD010</p>
<p>Inherent Status: High (6)</p>		<p>Inherent Risk Severity: High</p>		<p>Inherent Risk Likelihood: Medium</p>	
<p>Date Identified: 20 Feb 2012</p>			<p>Service: Finance</p>		
<p>Mitigation records</p>					
Mitigation Status	Mitigation	Info	Responsible Person	Date Identified	Last Review Date
Completed	Effective implementation of Legal review and change programme	The project has closed after delivering the majority of changes it set out to achieve, and with follow-on post-project actions handed over to the specific lead within the service. There are a number of low-level risks relating to the Legal Case Management system and the service's ability to generate the levels of external income required, but these are being addressed and actively monitored. COMPLETED SUBJECT TO AGREEMENT ON ONGOING BUDGET REQUIREMENT.	Liam Nevin	20/02/2012	31/10/2013
Behind schedule	Remodelling of financial systems and processes	Insight report commissioned to review and recommend improvements to financial systems and processes, to be delivered by end of December and with full optimisation by March 2014. Additional work commissioned to address some of the issues, overseen by the Financial Accounting Board and Fit for the Future Board. Realignment of the structure within finance including sharper definition of roles and responsibilities rescheduled to enable the incoming service director to influence the final decision.	Mark Taylor	20/02/2012	31/10/2013
On schedule	Streamlining and simplification of high volume, high impact processes	Fit for the Future board established to target high volume, high impact process improvements, to be delivered by March 2014.	Richard Billingham	20/02/2012	31/10/2013
<p>Current Status: High (6)</p>		<p>Previous Status: High (6)</p>		<p>Current Risk Severity: High</p>	
<p>Risk Champion: Christine Castle</p>			<p>Current Risk Likelihood: Medium</p>		
<p>Risk Owner: Angie Ridgwell</p>			<p>Review Note:</p>		

2013/14 Business Change - ALL RISKS (CRR and DRR)

Risk: Information security Failure to take adequate steps to properly safeguard sensitive and confidential data, including appropriate cyber security measures.					Risk Code: CRR027	
Inherent Status: High (9)			Inherent Risk Severity: High		Inherent Risk Likelihood: High	
Date Identified: 01 Apr 2009			Service: Business Change & ICT			
Mitigation records						
Mitigation Status	Mitigation	Info	Responsible Person	Date Identified	Last Review Date	
Behind schedule	Implement secure E-mail facilities which are easy to use	Implement a solution to permit secure delivery of electronic mail to non Government organisations / voluntary groups. A project to deliver this work is underway, and the service is being piloted by a small number of staff. The pilot stage will be completed by end of November 2013 and then to be rolled out across the organisation.	Bernadette Keen	01/10/2011	24/10/2013	
Behind schedule	Information systems classified according to new scheme	To be progressed pending launch of the new government classification scheme, expected by end of 2013/14.	Bernadette Keen	01/04/2009	24/10/2013	
On schedule	Revise and rollout policy and standards to reflect changes to working practices	Changes to working practices as a result of Bristol Workplace and increased commissioning across the authority will require significant changes to policy and standards around Security Policy. This work will be taking place over the next 12 months and is expected to be completed by September 2014.	Bernadette Keen	01/04/2009	24/10/2013	
Current Status: Medium (4)		Previous Status: Medium (4)		Current Risk Severity: Medium		Current Risk Likelihood: Medium
Risk Champion: Christine Castle			Risk Owner: Bernadette Keen			
Review Note:						

Risk: Recruitment, retention and restructuring Failure to effectively manage the downsizing of the organisation through a period of significant change, through not having the appropriate staff in place to lead the change required.					Risk Code: CRR005	
Inherent Status: Medium (4)			Inherent Risk Severity: Medium		Inherent Risk Likelihood: Medium	
Date Identified: 01 Apr 2009			Service: Human Resources			
Mitigation records						
Mitigation Status	Mitigation	Info	Responsible Person	Date Identified	Last Review Date	
On schedule	Control of people spend	New measures have been introduced since September 2013 to control all forms of expenditure on staffing (People Panel). Expenditure is being systematically monitored by the People Panel and SLT.	Richard Billingham	30/09/2013	24/10/2013	
On schedule	Organisational redesign and restructure	This work has commenced with the creation of the new strategic and service director structure. The review is now being extended to the rest of the organisation, aligned with the MTFS.	Richard Billingham	30/09/2013	24/10/2013	
Current Status: Medium (4)		Previous Status: Medium (4)		Current Risk Severity: Medium		Current Risk Likelihood: Medium
Risk Champion: Christine Castle			Risk Owner: Richard Billingham			
Review Note:						

2013/14 Business Change - ALL RISKS (CRR and DRR)

Risk: Financial management Disruption to service plans because of failure to plan and manage budgets, implement agreed efficiency savings, identify savings to address significant government grant reductions from 2011/12 to 2014/15, or fraud and corruption					Risk Code: CRR011
Inherent Status: High (6)		Inherent Risk Severity: High		Inherent Risk Likelihood: Medium	
Date Identified: 01 Apr 2009			Service: Finance		
Mitigation records					
Mitigation Status	Mitigation	Info	Responsible Person	Date Identified	Last Review Date
On schedule	Agreed Medium Term Financial Strategy (MTFS) for the next three years	A process is in place for determining organisational priorities and agreeing delivery plans. MTFS to be finalised by January 2014 for Cabinet review and formal approval by Council on 18 February 2014.	Mark Taylor	14/11/2012	30/10/2013
On schedule	Governance of capital projects and programmes	Budget is now up to date with only minor slippage on 2013/14 capital programme. Capital programme is being rebuilt within the framework of the MTFS. Initial review by Cabinet on 29 October 2013. Progress is on track, and now proceeding to submission to Cabinet in January and Council in February.	Neil Taylor	01/07/2013	30/10/2013
Behind schedule	Improved BRT financial governance and reporting	Slippage in BRT could mean loss of DfT funding and the Council's needing to find additional capital resources to fund the project. Financial reporting to each project board is provided by the lead authority for each project. The project boards now meet on the same day in an update to governance arrangements. Financial reports are further reviewed by PAB, which includes representatives of each of the three councils involved in BRT as well as the LEP.	Neil Taylor	01/07/2013	30/10/2013
On schedule	Introduction of corporate panels	Corporate panels are now in place to control resource allocation in relation to recruitment of staff, purchasing and capital work, monitored by internal audit and reported to SLT	Mark Taylor	15/10/2013	30/10/2013
On schedule	PFI funding gap	The DfE has undertaken to fund the PFI affordability gap relating to academies in full. The affordability gap in connection with low occupancy is slowly reducing and the MTFS has been adjusted to recognise the liability arising from the reduction in the allocation of the Direct School Grant (DSG).	Craig Bolt	01/07/2013	30/10/2013
On schedule	Prevention of fraud (non benefits)	Pending full implementation of ABW, risk exists for loss of council assets through failure of a robust internal control framework. This is being addressed by moving ownership to budget holders with necessary training in ABW to ensure only valid authorised transactions are processed. Also through organisational restructure which will reduce the number of budget holders, ensuring adequate financial resource is available to support operational managers.	Mark Taylor	15/10/2013	30/10/2013
Behind schedule	Successful implementation and embedding of new finance system	ABW went live on 1 April 2013 as planned. However reporting arrangements and process modifications are not sufficiently embedded across the organisation. An action plan is in place to address these issues via the Finance Accounting Board and with a revised completion date of 31st March 2014.	Mark Taylor	01/04/2013	30/10/2013
Current Status: Medium (4)		Previous Status: High (6)		Current Risk Severity: Medium	
Risk Champion: Christine Castle			Current Risk Likelihood: Medium		
Risk Owner: Mark Taylor			Risk Champion: Christine Castle		
Review Note:					

2013/14 Business Change - ALL RISKS (CRR and DRR)

Risk: Welfare Reform (WR) A range of forthcoming Welfare Reform changes will impact on customers, the city and the organisation, and interact with other agendas (e.g. Personalisation). If poorly managed, there is scope for negative (and possibly multiple) impacts on customers and poor response to demand for services by the Council, as well as financial impacts and reputational risk. This is a new area that is facing all Local Authorities.					Risk Code: CRR044
Inherent Status: High (9)		Inherent Risk Severity: High		Inherent Risk Likelihood: High	
Date Identified: 01 Oct 2011			Service: Integrated Customer Services		
Mitigation records					
Mitigation Status	Mitigation	Info	Responsible Person	Date Identified	Last Review Date
On schedule	Ensure understanding and awareness of Welfare Reform changes and impacts/implications	Staff and stakeholders briefed on WR on 'open house' basis and also via SLT/informal cabinet, executive briefings, DLTs, The Source. Council tax reduction scheme 14/15 in progress for full Council decision, with a recommendation to pass the cut onto taxpayers. Fairness Commission is looking at mitigating impacts of WR eg via living wage. Housing benefit changes implemented and benefit cap in place. Work undertaken with those most affected to assess impact and help them find work/training.	Julia James	01/10/2011	04/11/2013
On schedule	Working within change programme on Customer Service redesign	We are working within the overall change programme to redesign customer services which includes a new CSP at 100 Temple Street. This will help manage immediate demand. However increased automation and improved processes will change the channel mix and ease of access to services and information for customers. One process being considered for early corporate adoption is debt payment which would help those struggling with debt as a result of WR changes.	Julia James	07/02/2013	04/11/2013
Current Status: Medium (4)		Previous Status: High (6)		Current Risk Severity: Medium	
Risk Champion: Christine Castle			Current Risk Likelihood: Medium		
Risk Owner: Angie Ridgwell					
Review Note: Overall risk level has reduced with the successful implementation of the benefit cap and under occupancy. We are carefully monitoring discretionary housing payments, as their success in helping people short term may be delaying debt problems. Administration of the social fund (giving crisis payments) has moved to Housing Benefits, to be administered alongside DHPs so we can see who is applying /receiving discretionary funds informing policy and delivery. The recommendation to pass on the CTR cut to low income households is in line with other authorities but this will exacerbate debt problems for some. A hardship fund has been created. It is not clear what our role will be in the roll out of Universal Credit or when this will be, but scenario planning has started. Cumulative impact on residents and the city is difficult to quantify and assess.					

2013/14 Business Change - ALL RISKS (CRR and DRR)

Risk: Council Tax Reduction Scheme The risk is that the Council Tax Reduction scheme will result in an increase in non-payment of Council Tax and other debt to the authority as well as increasing the cost of collection in both the front and back offices, through the cumulative impact on low income families many of whom are already affected by other Welfare Reform changes. This will affect approx. 20,000 customers and 25% of the Council Tax bill.					Risk Code: DRR - OD011	
Inherent Status: High (9)			Inherent Risk Severity: High		Inherent Risk Likelihood: High	
Date Identified: 25 Nov 2013			Service: Integrated Customer Services			
Mitigation records						
Mitigation Status	Mitigation	Info	Responsible Person	Date Identified	Last Review Date	
Behind schedule	Additional resource in front and back office	The changes will put pressure on the front and back offices due to an increase in phone calls/visits, greater complexity of enquiries, and an increase in processing. We are working on increasing capacity to ensure the effective operation of the new scheme for the year.	Julia James	25/11/2013	10/12/2013	
On schedule	Communication with customers	There is a focus on communicating the changes to customers, including giving notice on the changes and information on payment arrangements, as well as training for frontline staff so that they can provide accurate customer advice.	Julia James	25/11/2013	10/12/2013	
On schedule	Development of a single view of the customer	Work is taking place on developing a single view of the customer as part of the Customer and Process Programme. This will give an improved view of a household's combined debt, putting us in a better position to help them manage debt better and signpost to financial assistance (eg credit unions), as well as informing the design of the 2015/16 CTR system.	Julia James	25/11/2013	10/12/2013	
On schedule	Financial provision for those unable to pay	A hardship fund of £200k has been set aside, based on the findings of other Core Cities, to support people who cannot pay either by relieving them of their CT bill or further reducing it.	Julia James	25/11/2013	10/12/2013	
On schedule	Greater awareness of cumulative impact on citizens	We are gathering data to inform our intelligence on the impact of Welfare Reform on customers, and designing systems accordingly.	Julia James	25/11/2013	10/12/2013	
Current Status: Medium (4)			Previous Status: High (9)		Current Risk Severity: Medium	
Risk Champion: None			Current Risk Likelihood: Medium			
Risk Owner: None			Risk Owner: None			
Review Note:						

BUSINESS CHANGE RISK REGISTER - REVIEW AS AT Q2 2013/14

SITUATION AS AT Q2 2013/14					
Inherent Risk Status	Risk Reference	Title	Current risk status & direction of travel from previous status (see key below)		Risk Owner
Current status high (=> 6)					
9	CRR24	Single Change Programme [formerly Bristol Change Programme]	6	↔	Angie Ridgwell
6	OD10	Business Change directorate programme of change fails to deliver objectives	6	↔	Angie Ridgwell
Current status medium (=> 3)					
9	CRR27	Information security	4	↔	Bernadette Keen
4	CRR5	Recruitment, retention and restructuring	4	↔	Richard Billingham
6	CRR11	Financial management	4	↓	Mark Taylor
9	CRR44	Welfare Reform (WR)	4	↓	Angie Ridgwell
9	OD11	Council Tax Reduction Scheme	4	N/A	Julia James
Current status low (=>1)					
There are currently no risks in this category					

IMPROVEMENT TARGET PROJECTION		
Improvement Target Status	Improvement Target Date	Risk owner recommendation
4	Q1 2013/14 Q2 2013/14 Q4 2013/14	The new single change programme approach gives much stronger leadership and governance to all change, which will reduce risk - although the pace of change is high and the impact of not delivering is also high. As the programme is firmed up over the coming months, specific key risk will be identified. However, at the current time the overall programme risk is assessed as high. Arrangements for two mitigations (Programme Risk Register and Benefits Realisation) are being revised; the status of these mitigations will be updated at the next review point.
2	Q3 2013/14	Target is to deliver a fit-for-purpose service that is able to drive the organisational change programme by 31 December 2013.
3	Q1 2014/15	Mitigations refined and focused, but slippage in relation to the secure email pilot. Current risk status and target risk status/date remain unchanged.
2	Q3 2013/14	Retain as live corporate risk. Given unprecedented level of change which the organisation is experiencing, need to maintain attention on recruitment, retention and restructuring to avoid adverse impact on service delivery while delivering the MTFS and the change required.
2	Q3 2013/14	Retain as live corporate risk. Mitigations reviewed and reinforced with reference to corporate panels, and measures to address fraud risk. Full controls and plans in place. Overall risk level reduced to amber, and target risk revised to green.
3	Q3 2013/14	Overall risk level has reduced with the successful implementation of the benefit cap and under occupancy. We are carefully monitoring discretionary housing payments, as their success in helping people short term may be delaying debt problems. Administration of the social fund (giving crisis payments) has moved to Housing Benefits, to be administered alongside DHPs so we can see who is applying /receiving discretionary funds informing policy and delivery. The recommendation to pass on the CTR cut to low income households is in line with other authorities but this will exacerbate debt problems for some. A hardship fund has been created. It is not clear what our role will be in the roll out of Universal Credit or when this will be, but scenario planning has started. Cumulative impact on residents and the city is difficult to quantify and assess.
		New risk - target status and achievement date to be confirmed.

DELETED RISKS

6	CRR12	Health and Safety	2	↔	Angie Ridgwell
6	CRR14	Employee relations	1	↓	Angie Ridgwell
9	OD6	Housing Benefits	1	↔	Julia James
9	TR16	Failure to implement, and derive benefits from, purchase-to-pay system (COPS)	4	↔	Russ Darling
6	CRR38	Performance Management	3	↔	Peter Robinson
6	CS5	Loss of Council funds from borrowing/lending activity	2	↔	Peter Robinson
9	CRR8	Value for Money (VfM)	6	↔	Will Godfrey

Fully mitigated and removed as a discrete risk, but to be kept under review.
Remaining claims settled and within budget. Risk completed and removed from risk register.
Retained at request of Audit Committee, January 2013. Subsequently removed as discrete risk but oversight retained through ongoing Welfare Reform risk on recommendation of Councillor Gollop (review of risk register, 30 September 2013).
Purchase to pay is now integrated within the new ABW finance system.
This risk was introduced in response to issues around VFM, which work is now being pursued in other ways eg via Business Partners. Performance management is a cross-council responsibility of managers.
Risk was introduced because of issues around the collapse of the Icelandic bank. The investment has now been recovered.
VfM is an embedded underpinning strand of business activity not standalone risk. Risk archived.

Key:

- ↔ No movement in current risk compared with previous quarter
- ↑ Increase in level of risk compared with previous quarter
- ↓ Decrease in level of risk compared with previous quarter