

Resources Scrutiny Commission (formerly Business Change and Resources Scrutiny Commission)



Agenda

Date: Thursday, 28 February 2019

Time: 4.00 pm

Venue: Room 1P05, 1st Floor - City Hall, College Green, Bristol, BS1 5TR

Distribution:

Councillors: Stephen Clarke (Chair), Afzal Shah (Vice-Chair), Donald Alexander, Mark Brain, John Goulandris, Margaret Hickman, Tim Kent, Sultan Khan, Graham Morris and Clive Stevens

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Date: Monday, 25th February 2019



Agenda

9. Risk Register Report

(Pages 3 - 29)



Resources Scrutiny Commission

28th February 2019



Report of: Director Finance, S151

Title: Resources Directorate Risk Report Update

Ward: Citywide

Officer Presenting Report: Denise Murray – Director of Finance, S151

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Recommendation

The Resources Commission are asked to consider the biannual review of the Resources Directorate Risk Register and comment on any areas of interest.

Summary

The risks defined in this report are captured by service sections with the Resources Directorate:

The following represent the most the key risks for Resources as at December 2018:

Threats

- 1) ICT Resilience (Previously IT infrastructure)
- 2) Asbestos Management
- 3) Corporate Health, Safety and Wellbeing
- 4) Cyber-Security(Previously Cyber-Attack)
- 5) Procurement and contract management compliance
- 6) ICT Line of Business (LOB) (Previously IT infrastructure)
- 7) Partnerships Governance
- 8) Information Governance
- 9) Fraud and Corruption
- 10)Brexit

Opportunities

- 11)Corporate Strategy
- 12)One City Plan
- 13)Devolution



1. Policy

- 1.1. The Audit Committee is responsible for providing independent assurance to the Council regarding the effectiveness of its strategic risk management arrangements. The Council has a Risk Management Policy which requires strategic risks to the Council, and details of how they are managed, to be recorded in the form of the Corporate Risk Report and Directorate Risk Report.
- 1.2. Whilst the Corporate Risk Report is scrutinised by the Audit Committee on a six monthly basis, it was agreed at Overview and Scrutiny Management Board, that the Directorate Risk Registers will be scrutinised by each Directorate scrutiny twice a year. They will however also be provided once each year to Audit Committee, for information (not scrutiny) to provide the Audit Committee with assurance that Directorate Risk Reports are in place and effectively scrutinised.

2. Risk Management and the Corporate Risk Report (CRR)

- 1.3. As part of good governance, the Council manages and maintains a register of its significant risks within the Service Risk Registers (SRR) assigning named individuals as responsible officers for ensuring the risks and their treatment measures are monitored and effectively managed.
- 1.4. The Corporate Risk Report (CRR) is a critical tool for capturing and reporting on risk activity, the organisations risk profile and an integral element of the Council's internal governance and performance frameworks. The report sets out a summary from the SRRS which the working documents. The data within the register is used to inform the business of the threats and opportunities it faces in delivering outcomes and services to the Council. It is used to ensure the organisation operates effectively and Leadership Teams take assurance that all necessary steps are being taken to ensure the risks are managed to a level acceptable to them. The Corporate Risk Report was last reported to Cabinet on 22nd January 2018 and the Audit Committee on 21st January 2018.

3. Consultation

- a. **Internal** - First to fourth tier managers, Leadership Team, Corporate Leadership Team, Cabinet Member, Finance, Governance and Performance.
- b. **External** - None

4. The Resources Directorate Risk Report (DRR)

- 4.1. The DRR informs the council on significant risks to the achievement of the Resources Directorate Objectives to ensure it is anticipating and managing key risks to optimise the achievement of the council's objectives and prioritise actions for managing those risks. The DRR provides assurance to management and Members that the Resources significant risks have been identified and arrangements are in place to manage those risks within the tolerance levels agreed.
- 4.2. The DRR is an important tool in managing risk. It aims to provide an overview of the significant risks facing Resources and how they are being managed. The DRR attached to this report at Appendix A is the latest formal iteration following a review by members of the council's Resources Executive Directors Management Team (EDM) and Corporate Leadership Board

(CLB) in December 2018. The risk review has included managers from across the Council.

4.3. The DRR was reviewed by the Resources EDM in November 2018. The directorate reports biannually to Members, ensuring that they are aware of the significant critical and high level risks facing the directorate and how the council are ensuring these risks are effectively managed.

4.4. As strategic planning, resource management and resilience processes are strengthened; the identification, management and communication of risk to the achievement of the Council's strategic priorities and objectives will continue to embed.

4.5. The DRR was developed following:

- Risk identification and assignment of a risk owner who is responsible to ensure each risk is effectively managed; current mitigations and further actions to ensure the risk is identified and interventions planned,
- Review by EDM to ensure risk levels are correctly identified; and target risk levels where stated are acceptable.

4.6. The Resources Directorate Risk Report is attached at Appendix 1. The register is presented in the standard format agreed by CLB and uses the risk management methodology in the risk management policy agreed by Cabinet in January 2018.

4.7. Appendix 1 pages 20 and 21 will assist Members in understanding risk levels recorded in the register. The risk matrix, guidance parameters used to measure impact and Guidance parameters used to measure likelihood and the supporting scoring criteria.

4.8. The DRR sets out the significant critical and high rated risks. All other business risks reside on the Resource Service Risk Registers (SRR). The Resources Directorate Risk Report (DRR) as December 2018 contains: No Critical risks, 1 significant opportunity, 12 high risks, 6 medium risks, 3 new risks, 4 risks improved and 3 deteriorating risks in quarter 3. A summary of the progress of risk for this reporting period is set out below.

4.9. The following paragraphs summarise the key changes to the Resources Risk Register since its last presentation:

Improved threat risks

- **Service Review.** The risk that the organisation is not able to redesign its leadership team quickly enough, which may result in a reduction in staffing levels. The loss of experienced and skilled staff will have an impact on service delivery, and on remaining staff. The risk rating being 2x5 (10) medium risk. This risk is managed and monitored on the Resources Risk Register.
- **Financial Deficit.** The council's financial position goes into significant deficit in the current year resulting in reserves (actual or projected) being less than the minimum specified by the council's reserves policy. The risk rating being 1x5 (5) medium risk. This risk is managed and monitored on the Resources Risk Register.

New threat risks

- **Procurement and contract Management Compliance.** Failure in the awarding and management of contracts with key suppliers of the Council leads to poor service performance and increased costs. The risk rating being 3x5 (15) high risk. This risk is managed and monitored on the Resources Risk Register.
- **Suitability of Line of Business (LOB) systems:** The Councils reliance on legacy systems. The risk rating being 3x5 (15) high risk. This risk is managed and monitored on the Resources Risk Register.
- **ICT Resilience:** The Councils ability to deliver critical and key services in the event of ICT outages, and be able to recover in the event of system and/or data loss. The risk rating being 3x7 (21) high risk. This risk is managed and monitored on the Resources Risk Register.

Improving opportunity risks:

- **One City Plan:** The One City Approach will offer a new way to plan strategically with partners as part of a wider city system. The risk rating being 4x5 (20) high risk. This risk is managed and monitored on the Resources Risk Register.
- **Corporate Strategy:** The approved Corporate Strategy presents an opportunity to fundamentally refresh and strengthen our business planning, leadership and performance frameworks. The risk rating being 4x7 (28) Significant risk. This risk is managed and monitored on the Resources Risk Register.

Closed risk:

- **IT Infrastructure:** IT Infrastructure does not meet service delivery requirements then there could be serious implications for the organisation and the people it serves. The risk has been replaced with 2 new risks - Suitability of Line of Business (LOB) systems and ICT Resilience.

Deteriorating threat risks:

- **Cyber-Security:** The Council's risk level in regards to Cyber-security is higher than should be expected. The risk rating being 3x7 (21) high risk. This risk is managed and monitored on the Resources Risk Register.
- **Information Governance:** If the Council fails to maintain a defensible and compliant response to the Data Protection Act 2018 and General Data Protection Regulation (GDPR) then it will fail to fully comply with its statutory requirements. The risk rating being 3x5 (15) high risk. This risk is managed and monitored on the Resources Risk Register.

Deteriorating external risk:

- **Brexit:** The risk that Brexit (and any resulting 'deal' or 'no deal') will impact the local economy, local funding and delivery of council services, and that uncertainty around Brexit could impact our ability to accurately assess or plan for potential positive or negative outcomes. The risk rating being 4x5 (20) high risk. This risk is managed and monitored on the Resources Risk Register.

All identified risks were reviewed in light of the revised scoring and set the performance for future reviews. All risks on the DRR have management actions in place. The DRR is currently subject to a refresh during 2019.

As with all risks, it is not possible to eliminate the potential of failure entirely without significant financial and social costs. The challenge is to make every reasonable effort to mitigate and manage risks effectively, and where failure occurs, to learn and improve.

Further details are contained in Appendix A: The summary of the risks are set out on pages 1 to 17 including controls and management actions, a summary of risk performance on page 18 and 19, the risk matrix on page 20 and the risk scoring criteria on page 21. A more in-depth risk register is available on request.

5. Public Sector Equality Duties

- 5a) Before making a decision, section 149 Equality Act 2010 requires that each decision-maker considers the need to promote equality for persons with the following “protected characteristics”: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation. Each decision-maker must, therefore, have due regard to the need to:
- i) Eliminate discrimination, harassment, victimisation and any other conduct prohibited under the Equality Act 2010.
 - ii) Advance equality of opportunity between persons who share a relevant protected characteristic and those who do not share it. This involves having due regard, in particular, to the need to --
 - remove or minimise disadvantage suffered by persons who share a relevant protected characteristic;
 - take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of people who do not share it (in relation to disabled people, this includes, in particular, steps to take account of disabled persons' disabilities);
 - encourage persons who share a protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
 - iii) Foster good relations between persons who share a relevant protected characteristic and those who do not share it. This involves having due regard, in particular, to the need to –
 - tackle prejudice; and
 - promote understanding.
- 5b) No equalities assessment necessary for this report.

Appendices:

Appendix A – Resources Directorate Risk Report - The summary of the risks are set out on

pages 1 to 17 including controls and management actions, a summary of risk performance on page 18 and 19, the risk matrix on page 20 and the risk scoring criteria on page 21. A more in-depth risk register is available on request.

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

Background Papers:

Risk Management Policy

Resources Directorate Risk Report Summary as at December 2018 – Threat Risks to the achievement of Bristol City Councils Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
			Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating
<p>CRR3: Failure to Manage Asbestos.</p> <p>Failure to manage the asbestos management plan for properties.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> • Staff availability to carry out work plans in a safe way. • Lack of appropriate training. • Lack of oversight and control by local management. • Lack of information on the potential or known risks. • Inadequate contract management arrangements. • Lack of effective processes and systems consistently being applied. • Policies are not kept up to date. • Budget pressures. 	<p>We have an ongoing plan for properties to be surveyed prior to any work being undertaken by Asbestos Consultants plus an ongoing programme of surveys is being carried out.</p> <p>Funding for Contractor training was agreed in February 2018.</p> <p>There is a process for reporting Asbestos exposure incidents to the HSE via F2508 form. Asbestos incidents are reported via the Corporate health and safety accident/incident process. Asbestos incidents are investigated in-house and appropriate actions taken. Significant asbestos issues are reported to the appropriate Health & Safety Committees, senior management and executive. Ongoing.</p> <p>Corporate Asbestos arrangements have been reviewed and published on the Source, 12th June 2018.</p> <p>A corporate review of Asbestos arrangements is being carried out by end Q2 2018/19.</p> <p>Property Services have reviewed their asbestos arrangements.</p> <p>We are holding regular 'Asbestos working group' meetings to progress the management of Asbestos across the authority. Ongoing.</p>	↔	3	7	21	<p>All managers will be informed of reviewed Asbestos arrangements by use of CHaSMS This was originally planned for September 2018.</p> <p>Housing are reviewing and updating the service area Asbestos arrangements, as part of a wider action plan to improve the management of Asbestos, following a Corporate Safety review of the Service.</p> <p>Contractor training to inform of BCC's expectations of standards, whilst on our sites, arrangements are being carried out by end March 2019.</p>	1	7	7
<p>Risk Owner: Head of Paid Service and Corporate Leadership Board (CLB).</p>	<p>Action Owner: Director of Commercialisation (for Corporate Estate) and Director of Housing and Landlord Services (for Social Housing).</p>	<p>Portfolio Flag: Finance, Governance and Performance.</p>	<p>Strategy Theme: Our Organisation.</p>						

Resources Directorate Risk Report Summary as at December 2018 – Threat Risks to the achievement of Bristol City Councils Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
			Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating
<p>CRR4: Corporate Health, Safety and Wellbeing.</p> <p>If the City Council does not meet its wide range of Health & Safety requirements then there could be a risk to the safety of citizens.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> • If services do not have sufficient staff numbers to carry out work plans in a safe way. • If services are not able to order appropriate equipment required for staff safety. • Lack of appropriate equipment. • Lack of appropriate training. • Lack of oversight and control by local management. • Lack of information on the potential or known risks. • Inadequate contract management arrangements. • Lack of effective processes and systems consistently being applied. • Policies are not kept up to date. • Budget pressures. 	<p>The Corporate Health & Wellbeing (HS&W) team is in place to support the council and provide advice and guidance. The Corporate Policy Statement, service specific policies, procedures and systems of work and safety arrangements are in place and routinely reviewed.</p> <p>BCC has a Corporate Health and Safety Management System (CHaSMS) to identify and monitor hazards, risks and appropriate actions. Each manager (with staff and /or premises responsibilities) have an action plan which is completed by all Managers on a quarterly basis. Once completed the (HS&W) team check the returns and give relevant feedback to the individual Managers and report the overall results to Senior Management.</p> <p>The accident/incident reporting procedure is in place to monitor injury to colleagues and is communicated. All incidents are subject to the investigation procedure to reduce the potential for any recurrences.</p> <p>Corporate procedures and a risk assessment pro-forma exist for core safety functions including arrangements for fire risk assessment of all workplaces. A register is in place for potential asbestos exposures. We have reviewed and further invested in statutory health surveillance equipment and training and a programme of work in place within council housing post Grenfell.</p> <p>BCC has a programme of e-learning and personal face to face course delivery available to all staff and members. Ongoing specific training on H&S and excessive pressure/ personal resilience is also available. Stress management training and stress risk assessment training is available for managers and employees.</p> <p>An independent occupational health support (NHS Avon Partnership Occupational Health Service) is in place to provide advice, employee support, management medical opinion and advice to support managers dealing with employee ill-health and absence. A pre-employment health screening service is in place to ensure reasonable adjustments are identified to support employees and also an HGV driver medical support service. A confidential Employee Assistance Programme, Wellbeing telephone helpline operates (24hrs / 7 days a week); this programme also includes a range of Wellbeing information via a website. Partnerships with external providers of counselling and physiotherapy services are in place to provide fast-track access to these services. The council is routinely monitoring these services.</p> <p>The Intelligence network including the Corporate Safety Information System is in place to share details of the addresses to the Citizens of Bristol considered to present risks to staff.</p> <p>Corporate Health and Safety is reported to the Leadership team quarterly using the CHaSMS to help monitor compliance.</p> <p>BCC also has a system of Trade Union Consultation with Health and Safety trained Representatives.</p> <p>Benchmarking and annual reports are provided to BCC along with the annual performance report.</p> <p>All contracts set up with external providers include checking their relevant Health and Safety competency.</p> <p>The council’s audit programme monitors compliance with statutory duty and best practices.</p>	↔	3	7	21	<p>A new electronic accident /incident database will be launched in autumn of 2019 as part of the implementation of the Council’s new HR system which will inform on the annual report and action plan.</p> <p>A revised approach to Health and Safety compliance will be reviewed and aligned to the Corporate H&S Management System (CHaSMS) by April 2019.</p> <p>A review of the Directorate H&S Co-ordinators Group (DHSWCG) and its reporting of H&S issues will be carried out by April 2019.</p> <p>The programme of work post Grenfell will be further developed in line with any emerging themes/outcomes from the Public Enquiry.</p>	1	7	7
Risk Owner: Head of Paid Service and Corporate Leadership Board (CLB).	Action Owner: Director of Workforce Change.		Portfolio Flag: Finance, Governance and Performance.			Strategy Theme: Our Organisation.			

Resources Directorate Risk Report Summary as at December 2018 – Threat Risks to the achievement of Bristol City Councils Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
			Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating
<p>CRR6: Fraud and Corruption.</p> <p>Failure to prevent or detect acts of significant fraud or corruption against the council from either internal or external sources.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> • Failure of management to implement a sound system of internal control and/or to demonstrate commitment to it at all times. • Not keeping up to date with developments, in new areas of fraud. • Insufficient risk assessment of new emerging fraud issues. <p>Lack of clear management control of responsibility, authorities and / or delegation.</p> <p>Lack of resources to undertake the depth of work required to minimise the risks of fraud / avoidance.</p> <ul style="list-style-type: none"> • Under investment in fraud prevention and detection technology and resource. 	<p>We are continually improving the comprehensive system of control which aims to prevent fraud and increase the likelihood of detection. This includes a strong and robust policy on anti-fraud, corruption and bribery.</p> <p>We take a strong stance when fraud is found and seek financial recovery through a strong and effective counter fraud team.</p> <p>The team concentrates on areas of high fraud risk, investigates fraud promptly where suspected and sanctions appropriately. By, investing in specialist fraud prevention and detection software and utilising cross organisation data will minimise the council's exposure to fraud risk and aid early detection / prevention. An accessible route to report suspected fraud is available to both the public and employees via a Whistleblowing Policy Anti-Fraud, Bribery and Corruption Policy and web page. This ensures that the council's financial systems accurately record the financial transactions and robust control processes which are in place to maximise the opportunity to prevent and detect fraud or inaccuracies.</p> <p>Employees are aware of probity standards expected of them via an Employee Code of Conduct, improving awareness of fraud and compliance through a process of reminders about ethics and conduct, fraud awareness training and other publicity, continual maintenance of Counter Fraud information on Web pages and monitoring and review of the effectiveness of the Counter Fraud Arrangements.</p> <p>Key Counter Fraud Objectives were defined for 2018/19.</p> <p>Counter Fraud Performance is monitored by Audit Committee via the Annual Counter Fraud Update, periodic Internal Audit Updates and the Annual review of arrangements against CIPFA Count Fraud Assessment Tool. Improvements are highlighted in an action plan which is monitored by Audit Committee.</p>	↔	3	5	15	<p>We are monitoring fraud indicators (warning signs and fraud alerts) to ensure anti- fraud approach is correctly targeted (Ongoing).</p> <p>Capacity and priorities within Internal Audit have been re-considered. The scale of whistleblowing/fraud referrals received is impacting on the team's ability to deliver preventative work and proactive fraud work which returns savings and other benefits to the council. The implementation of the restructure of the Counter fraud service is ongoing and in part dependent upon funding streams being confirmed / clarified. March 2019.</p> <p>Legal and financial support arrangements for Counter Fraud work are to be reviewed to ensure recoveries are maximised (Ongoing).</p> <p>The availability, costs and benefits of fraud prevention technology will be reviewed for potential future investment decision March 2019.</p> <p>Council wide fraud and avoidance initiatives are in development by improved use of data. We should start to see the delivery of the savings March 2019.</p> <p>We will review bribery and corruption fraud controls March 2019.</p>	2	5	10
Risk Owner: Executive Director Resources and Director of Finance (\$151 Officer).	Action Owner: Director of Finance and Chief Internal Auditor.	Portfolio Flag: Finance, Governance and Performance.			Strategy Theme: Our Organisation.				

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Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
			Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating
<p>CRR7: Cyber-Security.</p> <p>The Council's risk level in regards to Cyber-security is higher than should be expected.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> Lack of investment in appropriate technologies. Reliance on in-house expertise, and self-assessments (PSN). Lack of formal approach to risk management (ISO27001). Historic lack of focus. 	<p>The Council has secured a new Public Services Network (PSN) Certificate (issued 9th November2018).</p> <p>A PSN Remedial Action Plan is in place.</p> <p>Budget provision for Cyber Security was allocated within the Future State Assessment Plan (FSA) as approved by Cabinet June 2018.</p> <p>Independent full security assessments have been carried out November 2018.</p> <p>Increased training - Phishing attacks November 2018.</p>	↓	3	7	21	<p>The Council has secured a new PSN Certificate as the assessor was confident that the Council had sufficiently completed much of the PSN Action Plan. However, there is still remaining a number of key activities which are being prioritised alongside other priority activity due to the current capacity of key skills/resources. The resourcing issue is being addressed within the current capability and capacity assessments which are a prerequisite to the ICT Restructure being delivered within the FSA Transformation Programme. Q4 2018, Q1 2019.</p> <p>Procurement for an independent assessment of the Cyber-Security risks, which is wider in breadth and deeper in discovery than the test currently undertaken for PSN compliance is underway; there have been delays in the procurement process which mean that the original Nov18 target has been missed. This will review all aspects of IT Security from both outside and within the network. This assessment will form the basis of the mitigation activity which will be undertaken within the FSA Programme. The audit and mitigation plans should be available during February 2019, ready for review by the Council's SIRO and the FSA Transformation Programme Delivery Board.</p> <p>ICT are working closely with the Council's new SIRO to improve the approach to all aspects of Information Assurance (including adoption of ISO27001). In addition to this, ICT are working with the Resources Executive Director and colleagues to review and enhance the current policies and strategies pertaining to Information Management. This is a new initiative without a formal plan as yet.</p> <p>The FSA Programme currently has plans to implement technology platforms to move the Council from file storage to document storage platforms, increase team collaboration without use of email, implement file retention policies, introduce document marking and rights management, implement data classification and improve federated search across structured and unstructured data stores. The FSA Programme will align with the new Information Assurance approach and the strategy set by the Council's SIRO, as direction becomes clear. In the meantime, ICT has given assurances that the FSA Programme deliverables will not impact or inhibit future strategy due to the flexibility and capability within anticipated technical solutions. This will be delivered in line with the 2-3 year FSA Programme.</p> <p>As well as technical controls, the ICT team is currently undertaking a Phishing attach exercise where we are sending emails to staff to see how users react to this type of Cyber Attack. Anyone clicking on links is directed towards targeted training. We will use the outcome of this exercise to inform on how we improve non-technical controls and training in future. ICT will continue to work with the SIRO to develop appropriate targeted training. Q4 2018.</p>	1	5	5
Risk Owner: Senior Information Risk Owner (SIRO).	Action Owner: Director, Digital Transformation.	Portfolio Flag: Finance, Governance and Performance.			Strategy Theme: Our Organisation.				

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Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
			Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating
<p>CRR8: Service Review.</p> <p>The organisation is not able to redesign its leadership team quickly enough, which may result in a reduction in staffing levels. The loss of experienced and skilled staff will have an impact on service delivery, and on remaining staff.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> • Staff leaving due to service redesign, reduction/ceasing of some service areas, automation of processes, pace of change, efficiency/savings requirements. • Poor morale due to the impact of change and the working environment. <p>Potential increased staff sickness levels.</p>	<p>A senior management restructure is almost complete which will bring permanency and stability for the leadership team.</p> <p>A new Leadership Framework sets out the leadership behaviours and qualities expected of our managers and aspiring managers. Applicants for senior leadership roles are tested against these qualities.</p> <p>An organisation-wide leadership development and engagement programme will support colleagues during the time of transition. The Leadership Framework will be rolled out to provide support to enable our staff to become confident and supportive leaders for our workforce.</p> <p>To promote a positive culture within the organisation, a set of organisation values and behaviours has been created in collaboration with staff focus groups; this will help set the tone of the organisation and assist, in conjunction with the Corporate Strategy priorities, to provide clarity of purpose. It will link directly through to a new performance framework that will provide clarity to staff about the expectations and how their work contributes to the success of the organisation. This will feature in the Workforce Plan which is currently being drafted.</p> <p>Learning and development is available to support staff to meet the expectations of the organisation.</p> <p>The Corporate Strategy and associated Business Plans will provide clarity on priorities and help our workforce focus its attention and resources on the areas that derive greatest results for our communities and residents.</p> <p>The senior leadership restructure is complete and all posts have been filled.</p> <p>The organisation values and behaviours have been adopted as part of Corporate Strategy and are being rolled out to all employees via team workshops.</p> <p>A new Leadership Framework is in place and used as the assessment framework to recruit new senior leaders against.</p> <p>Learning and development support is available to all staff to help them develop their skills and confidence in their roles.</p>	↑	2	5	10	<p>A development programme for the new team is in the planning stages - to help the new team work effectively together.</p> <p>A leadership development programme is underway for team leaders and managers (4/5 tiers), with 148 currently on the programme and further intakes to follow. Leadership development planning is underway for third tier managers.</p> <p>A performance appraisal cycle is underway for 2018/19 with individual objectives set against business plan objectives from the Corporate Strategy. A new approach to performance and talent management is being developed for launch in April 2019.</p> <p>We continue with regular communication briefs with staff and key stakeholders to keep them up to date with organisational priorities and progress on recruitment of the senior leadership team (Ongoing).</p> <p>The developing Organisational Improvement Plan will detail the actions we will take to meet the future needs of the organisation and equip colleagues to contribute to the delivery of the corporate strategy priorities.</p>	1	5	5
Risk Owner: Head of Paid Service.	Action Owner: Director of Workforce Change.	Portfolio Flag: Finance, Governance and Performance.			Strategy Theme: Our Organisation, Wellbeing.				

Resources Directorate Risk Report Summary as at December 2018 – Threat Risks to the achievement of Bristol City Councils Objectives.								
Risk title and description	What we have done	Performance	Current Risk Level			Tolerance Risk Level		
			Likelihood	Impact	Risk Rating	Likelihood	Impact	Risk Rating
<p>CRR13: Financial Framework and MTFP.</p> <p>Failure to be able to reasonably estimate and agree the financial ‘envelope’ available, both annually and in the medium-term and the council is unable to set a balanced budget.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> Economic uncertainty impact on locally generated revenues - business rates and housing growth, impacting on council tax, new homes bonus and business rate income. Brexit - the general uncertainty affecting the financial markets, levels of trade & investment. Governments spending review 2019. Inadequate budgeting & budgetary control/Financial Settlements & wider fiscal policy changes: <ul style="list-style-type: none"> The potential for new funding formulas such as fair funding, business rates retention to significantly reduce the government funding available to the council alongside possible increase in demand for council services. Embedding of the new national funding formula for schools and High Needs. Political failure to facilitate the setting of a lawful budget. Unable to agree a deliverable programme of propositions that enable the required savings to be achieved. Insufficient reserves to mitigate risks and liabilities and provide resilience. Rising inflation could lead to increased costs. Judicial review. 	<p>BCC manages its financial risks through a range of controls including budget preparation, budget setting and a Budget Accountability Framework. Roles and responsibilities for managing, monitoring and forecasting income and expenditure against approved budgets have been updated. The council has developed a strong rolling Medium-term financial planning process to enable the strategic objectives and the statutory duties are met. We are working to ensure a rigorous structure exists to oversee the budgetary control process from budget setting through to monitoring, oversight and scrutiny including:</p> <ul style="list-style-type: none"> The maintaining of the evolving financial model that reflects in a timely manner changes in national and local assumptions. The level of reserves and balances are regularly reviewed to ensure that account is taken of any financial /economic risk and the adequacy of general reserves is determined as part of this exercise. Financial Regulations and Financial Scheme of Delegation is in place. Regular in-year monitoring and reporting, review of future financial plans and assessment of financial risks and reserves are undertaken to ensure the financial plans are delivered. 2018/19 Budget and Capital Programme agreed by Full Council in February 2018 with agreed savings programme and outline capital programme to 2023. Medium Term Financial Plan agreed by Cabinet / Full Council in December 2018 and will be refreshed annually detailing savings, growth, and risks. The Mid-Year Treasury Report for 2018/19 presented to Audit Committee and Full Council in accordance with the Council’s Treasury Management Process. Budget deep dives to confirm delivery of pipeline savings and explore pressures and efficiencies as part of the 2019 -2023 budget process. A review will be ongoing to identify a programme of propositions that exceed the forecasted budget gap to provide members with options and headroom for variations in financial estimates. Changes to savings in year are monitored by delivery executive. <p>Provisional settlement from Central Government indicating a level of funding for 2019 which is broadly in line with our MTFP.</p>	↔	2	5	10	1	5	5
Risk Owner: S151 Officer and Director of Finance.	Action Owner: Section 151 Officer, Executive Director Resources and Director of Finance.	Portfolio Flag: Finance, Governance and Performance.	Strategy Theme: Our Organisation.					

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Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
			Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating
<p>CRR15: Financial Deficit.</p> <p>The council’s financial position goes into significant deficit in the current year resulting in reserves (actual or projected) being less than the minimum specified by the council’s reserves policy.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> • A failure to appropriately plan and deliver savings unscheduled loss of material income streams. • Increase in demography, demand and costs for key council services. • The inability to generate the minimum anticipated level of capital receipts. • Insufficient reserves to facilitate short term mitigations, risks and liabilities. • Interest rate volatility impacting on the council’s debt costs. <p>Impairments in our commercial Investments are realised.</p>	<p>BCC’s Financial framework ensures that we have in place sound arrangements for financial planning, management, monitoring and reporting. New spend decisions and borrowing is only supported where the source of revenue resources to meet the costs is clearly identified and availability confirmed by Finance.</p> <p>Corporate Revenue Monitoring Reports with identified risks are reported to Cabinet, overspending departments prepare action plans with responsible Directors identified.</p> <p>The ongoing review and due diligence of all budget savings by Delivery Executive, Corporate Leadership Board and the Executive. The pipeline of propositions to be incorporated into the tracker, due diligence undertaken and subject to DE governance and assurance process.</p> <p>The ongoing regular monitoring reports to Corporate Leadership Team and Cabinet. Setting out progress on delivery of savings and other risks and opportunities in addition to the forecast expenditure.</p> <p>We have continual oversight and ongoing management of the council’s financial risks.</p> <p>Internal audit also undertakes a number of reviews of our financial planning and monitoring arrangements.</p>	↑	1	5	5	<p>A review of robustness of forecasting in light of YTD run rates and other associated evidence.</p> <p>Budget Improvement – The executive will review service recovery/delivery plans, options for mitigation and their viability, risk and priority outcome implications - both immediate and the wider MTFP impact.</p> <p>Where viable in year recovery/delivery plans cannot be achieved, Strategic Directors will report to the Mayor and Cabinet seeking a supplementary funding approval in accordance with the council’s delegated executive approval powers (up to £1,000,000 for an area of activity).</p> <p>Where viable in year recovery/delivery plans cannot be achieved, Strategic Directors will report to Full Council (in accordance with the Budget & Policy framework) to seek agreement to a supplementary estimate (> £1,000,000 for an area of activity).</p> <p>We will seek agreement from the Executive of the alternative measures held in abeyance across other General Fund services e.g. which will be offset and advise all associated Strategic Directors appropriately.</p> <p>We will carry out a re-assessment of service delivery risks and opportunities and risk and other reserves.</p> <p>Working with external advisors to undertake due diligence of commercial investments to provide the council with Assurance and further opportunities to explore.</p> <p>Ensuring we get our accounts certified is important to ensure that we have properly accounted for the resources we have used during the year.</p>	1	5	5
Risk Owner: S151 Officer and Director of Finance.	Action Owner: Section 151 Officer, Executive Director Resources and Acting Director of Finance.	Portfolio Flag: Finance, Governance and Performance.			Strategy Theme: Our Organisation.				

Resources Directorate Risk Report Summary as at December 2018 – Threat Risks to the achievement of Bristol City Councils Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
			Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating
<p>CRR16: Leadership.</p> <p>If there is a lack of leadership or management skills, then this could impact on performance and the ability to deliver positive change.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> • Loss of experienced managers. • New skills sets required to meet new challenges. • Poor communication regarding change and new initiatives. • Need to make savings / increase income. 	<p>A senior management restructure is almost complete which will bring permanency and stability for the leadership team.</p> <p>A new Leadership Framework sets out the leadership behaviours and qualities expected of our managers and aspiring managers. Applicants for senior leadership roles are tested against these qualities.</p> <p>An organisation-wide leadership development and engagement programme will support colleagues during the time of transition. The Leadership Framework will be rolled out to provide support to enable our staff to become confident and supportive leaders for our workforce.</p> <p>To promote a positive culture within the organisation, a set of organisation values and behaviours has been created in collaboration with staff focus groups; this will help set the tone of the organisation and assist, in conjunction with the Corporate Strategy priorities to provide clarity of purpose. It will link directly through to a new performance framework that will provide clarity to staff about the expectations and how their work contributes to the success of the organisation. This will feature in the Workforce Plan which is currently being drafted.</p> <p>The Corporate Strategy and associated Business Plans will provide clarity on priorities and help our workforce focus its attention and resources on the areas that derive greatest results for our communities and residents.</p> <p>We have regular communication with staff and key stakeholders to keep them up to date with organisational priorities and progress on recruitment of the senior leadership team. A refreshed internal communication and engagement strategy was received by CLB in August 2018.</p> <p>The senior leadership restructure is complete and all posts have been filled in Quarter 3 2018.</p>	↔	2	5	10	<p>A new leadership Framework is in place and used as the assessment framework to recruit new senior leaders against. A development programme for the new team is in the planning stages - to help the new team work effectively together.</p> <p>A leadership development programme is underway for CLB. A leadership development programme for 2nd tiers (extended leadership board) is currently in the planning stages and due for launch in Autumn. All development is based upon the new leadership framework and organisational values.</p> <p>Organisation values and behaviours adopted as part of Corporate Strategy and are being rolled out to all employees via team workshops, embedding in My Performance appraisal forms and part of the core narrative of the internal communication strategy by January 2019.</p> <p>A performance appraisal cycle is underway for 2018/19 with individual objectives set against business plan objectives from the Corporate Strategy. A new approach to performance and talent management is being developed for launch in April 2019; this will include performance management for senior leaders.</p> <p>Learning & Development support is available to all staff to help them develop their skills and confidence in their roles, with additional funding identified for 2018/2019. The provision of L&D support around diversity and inclusion is currently being reviewed. L&D support available to all staff to help them develop their skills and confidence in their roles, with additional funding identified for 2018/2019. The provision of L&D support around diversity and inclusion is currently being reviewed.</p> <p>The Organisational Improvement Plan will detail the actions we will take to meet the future needs of the organisation and equip colleagues to contribute to the delivery of the corporate strategy priorities. It has a focus on six cross-cutting themes - organisational culture; structure, pay and policy; diversity and inclusion; health and wellbeing; performance and talent management; employer brand and recruitment. This is an ongoing 5-year plan, with individual timescales for each action.</p>	1	5	5
Risk Owner: Head of Paid Service and CLB.	Action Owner: Head of Paid Service and CLB.	Portfolio Flag: Finance, Governance and Performance.			Strategy Theme: Our Organisation.				

Resources Directorate Risk Report Summary as at December 2018 – Threat Risks to the achievement of Bristol City Councils Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
			Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating
<p>CRR17: Bristol City Council Strategy Management.</p> <p>The council fails to produce or embed a Corporate Strategy with clear links through to business planning and performance management, resulting in less effective implementation of policy, use of resources and/or partnership working.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> Plans, policies, budget and/or resource not aligned to the Corporate Strategy. Significant changes in senior management roles and personnel results in lack of knowledge or a feeling of ownership in relation to the Corporate Strategy. 	<p>Full Council received and approved the Corporate Strategy 2018 - 2023 in February 2018.</p> <p>Cabinet received the BCC Business Plan 2018/19 to note in May 2018. This was based on key elements of Service Plans for every department.</p> <p>We have completed and approved the Performance Framework via Statutory and Policy Board in June 2018. The refreshed Performance Framework follows through the golden thread from Corporate Strategy through to KPIs and management information.</p> <p>The Communication Plan is in place for embedding the Corporate Strategy and Business Plans, including full briefing of all Tier 1 - 3 managers and for inclusion in My Performance reviews for all colleagues.</p> <p>An ongoing review of the Medium-Term Financial Plan (MTFP) and wider policy / strategy framework to check alignment with Corporate Strategy, with revised MTFP to be presented to Cabinet in December 2018.</p> <p>Launched Business and Service Planning process for 2019/20 across the organisation, aligning service planning with annual budget.</p> <p>My Performance reviews undertaken throughout the organisation and management cascade underway to follow-up in any areas of non-compliance.</p>	↔	1	7	7	<p>We are rolling out the BCC Communications Plan throughout 2018/19 using many channels, including face-to-face Management Brief sessions.</p> <p>The BCC policy and strategy framework will be reviewed in priority order with initial data collection complete. The nature of reviewing strategies across the council means it will be an ongoing process.</p> <p>My Performance reviews are being completed across the organisation and managers are briefed to link personal objectives to the outcomes set out in the Corporate Strategy and Business Plan.</p> <p>The Corporate Strategy is being explained to all new colleagues via the corporate induction process.</p> <p>The Statutory and Policy Board will receive quarterly reporting from Q2. 2018/19 on progress against the Performance Framework.</p> <p>A one-off 'good housekeeping' review of corporate partnerships is planned for Q3/4 2018/19, creating a refreshed database and reviewing partnership Terms of Reference and/or Service Level Agreements against the Corporate Strategy and emerging partnership governance model as part of the developing One City Approach.</p>	1	5	5
Risk Owner: Head of Paid Service.	Action Owner: Director: Policy and Strategy.	Portfolio Flag: Finance, Governance and Performance.			Strategy Theme: Our Organisation.				

Resources Directorate Risk Report Summary as at December 2018 – Threat Risks to the achievement of Bristol City Councils Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
			Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating
<p>CRR21: Information Governance.</p> <p>General Data Protection Regulation (GDPR) compliance.</p> <p>If the Council fails to maintain a defensible and compliant response to the Data Protection Act 2018 and General Data Protection Regulation (GDPR) then it will fail to fully comply with its statutory requirements.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> • Failure to invest in the required systems, equipment and posts required to implement these regulations. • Failure to adequately train staff in the requirements of the regulations. • Lack of resource (capacity or expertise) to manage Subject Access Requests. <p>(This risk replaces CRR14 Introduction of the General Data Protection Regulation).</p>	<p>The GDPR Project was started in November 2017 and has put in place a comprehensive council wide package of changes for the introduction of the new regulation. It included awareness training, data audits, updated contracts, retention policy and privacy notices and improved processes for responding to subject access requests and completing data protection impact assessments. Support has also been provided to elected Members, Schools and the Bristol Companies. The GDPR Project completed its objectives and deliverables and was formally closed July 2018.</p> <p>A newly formed Office of Data Protection has been established, led by a dedicated Statutory Data Protection Officer (SDPO) who was appointed August 2018 to ensure the City Council maintains and further enhances its policies and procedures and to provide ongoing advice, guidance and support to service areas. Additional Data Protection specialists have also been appointed to support the SDPO.</p> <p>A Steering Group and Working Group is in place and regular reports continue to be provided to Executive Directors Meetings (EDM's) to ensure that the high-level of engagement and buy-in across all levels of the organisation is maintained.</p>		3	5	15	<p>We have made significant progress on compliance with the General Data Protection Regulation (GDPR).</p> <p>The Office of Data Protection is working on a prioritised programme of work to fully transition from the GDPR Project and embed GDPR compliance into business as usual.</p> <p>We are currently considering the case for forming an Information Governance team, bringing together existing specialists into a central team which will be better positioned to provide advice guidance and support on all related aspects in a more coordinated manner.</p>	2	3	6
<p>Risk Owner: Senior Information Risk Owner (SIRO).</p>	<p>Action Owner: Senior Information Risk Owner (SIRO) and Statutory Data Protection Officer (SDPO).</p>	<p>Portfolio Flag: Finance, Governance and Performance.</p>	<p>Strategy Theme: Our Organisation.</p>						

Resources Directorate Risk Report Summary as at December 2018 – Threat Risks to the achievement of Bristol City Councils Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
			Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating
<p>CRR22: Partnerships Governance</p> <p>If the council does not maximise (or cannot quantify) the benefits of partnership working and/or experiences negative or counter-productive results may arise from partnership working.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> • Failure to establish and/or manage contracts, Service Level Agreements and/or Terms of Reference in relation to partnerships. • Not maintaining a central register of partnerships, membership, governance arrangements and performance measures. • No identified lead officer to progress development of partnership working as in proposals presented to the Audit Committee in April 2016. <p>Outdated partnership policy and toolkit (last iteration 2010). A broad range of partnerships with variable degrees of formality.</p>	<p>BCC has close involvement of Elected Mayor and Members in key partnerships. Regular review and evaluation of the current position by CLB.</p> <p>Leads have been defined for recommendations to develop partnership working which were received by the Audit Committee in April 2016.</p> <p>BCC has mechanisms in place for regular dialogue including formal partnerships.</p> <p>The role of Director: Policy and Strategy has been expanded to include oversight of partnerships and a permanent appointment to this post has been made.</p>	↔	3	5	15	<p>We are reviewing and refreshing the Partnership Policy and Toolkit.</p> <p>Creating a central Partnership Register including Service Level Agreements (SLAs), Terms of Reference (Terms of reference) and contracts where appropriate.</p> <p>Creating a template Terms of reference and porting existing Terms of reference to it.</p> <p>We are scoping and reviewing the need for Commercial Training for relevant managers as part of Procurement and Commercial Strategy.</p>	2	3	6
<p>Risk Owner: Head of Paid Service.</p>	<p>Action Owner: Head of Delivery Support Unit.</p>	<p>Portfolio Flag: Finance, Governance and Performance.</p>			<p>Strategy Theme: Our Organisation.</p>				

Resources Directorate Risk Report Summary as at December 2018 – Threat Risks to the achievement of Bristol City Councils Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
			Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating
<p>CRR24: Procurement and Contract Management Compliance</p> <p>Failure to ensure that BCC achieves value for money when purchasing goods and services; complies with legislation, quality, cost and social value requirements for contract awards to ensure orders for goods / services are efficiently placed and observes agreed terms.</p> <p>BCC do not take into account long term view with regards to TCO (Total Cost of Ownership) & Life Cycle Costs high incidence of non-contracted spends.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> • Poor/weak pre procurement forward planning and tender specifications. • Over reliance and inappropriate use of waivers. • Skills, knowledge. • Ineffective Supply chain and markets. • Poor / weak contract monitoring. • Supplier failure and missed opportunities of warning signs. 	<p>In 2018/19 BCC has adopted a Category Management approach and revised the structure of the procurement team to reflect the themes and style of working.</p> <p>A PFI contract management specialist has been appointed to support the council and other stakeholders in the management of the contracts, undertake due diligence to ensure maximum value is delivered from the councils PFI contracts. Ongoing.</p> <p>Council procurement rules were revised and agreed by Full Council in May 2018 and included strengthening the Category and Contract Management. Category Plans have been developed with forward plans which align to service and business plans.</p> <p>More in-depth performance Data is being collated to give greater visibility of compliant and non-compliant procurement activity and delivery of objectives e.g. Social Value. (Ongoing).</p> <p>The Commissioning and Procurement Group are ensuring that the Councils procurement rules are adhered to.(Ongoing).</p> <p>Implemented document contract procedures and have created standard ITT templates for BCC.</p> <p>Category plans include pipeline activity for every contract and client engagement plans have been created to ensure early engagement with Procurement and better planning.</p> <p>A pilot tracker system has been developed with Social Care Commissioners within the business to monitor performance to capture early warning signs linked to supplier failure to enable early intervention and business resilience.</p>	New	3	5	15	<p>We are currently aligning category management forward plans with 2019/20 service resource planning across the organisation. January 2019.</p> <p>We are developing an improvement action plan which will include the following:</p> <ul style="list-style-type: none"> • Further development of the contract register. • Training and development plan for the procurement staff and the wider organisation. • Systems and processes to improvement and the monitoring of procurement performance. • Procurement efficiencies are being tracked in delivering agreed savings targets. <p>Tendering processes are being reviewed to eliminate non value added activity and support the appropriate rout to market.</p> <p>The early warning system pilot will be reviewed with a view to wider rollout. March 2019.</p> <p>This is not an exhaustive list and once the improvement plan has been endorsed it will inform on next steps.</p>	1	5	5
Risk Owner: Section 151 Officer, Executive Director Resources.	Action Owner: Director Finance (Section 151 Officer).	Portfolio Flag: Finance, Governance and Performance.			Strategy Theme: Our Organisation.				

Resources Directorate Risk Report Summary as at December 2018 – Threat Risks to the achievement of Bristol City Councils Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
			Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating
<p>CRR25: Suitability of Line of Business (LOB) systems</p> <p>The Councils reliance on legacy systems.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> Lack of desire to change; systems. Significant transition activity leads to systems being expensive/complex to change Lack of understanding of consequences of not changing systems on ICT. Lack of adherence to Procurement rules in relation to re-procurements. 	<p>The FSA Programme plans to introduce a number of enhancements in regards to being able to better manage systems in the future. This includes the provision of some core capabilities which may be used to displace legacy systems in the future. As approved by Cabinet June 2018.</p> <p>As a result of FSA Programme activity to date, c40% of redundant servers have been removed from the Corporate IT estate. Q3 2018.</p> <p>The IT CSRM Team have developed a schedule of contract end dates, and are working with service areas to ensure that they have appropriate plans in place to engage the market and start re-procurement Q3 2018.</p> <p>Through the service planning process, service areas have identified their procurement requirements and also their strategic objectives for 2019/20 which has enabled ICT and Change Management to review the options for efficiencies and to ensure resource availability. Q3 2018.</p> <p>Working with Central Procurement colleagues to ensure that we have procurement policies and strategies in place to enable effective procurement activity to take place. Q3 2018.</p>	New	3	5	15	<p>Ensure that Line of Business (LOB) systems that pose a Cyber Security, Procurement or Resilience/Recovery risk are identified and service areas understand the risks to their services. On-going.</p> <p>Where appropriate ensure that these risks are articulated to Risk, BCP and procurement colleagues, and also to the SIRO, as appropriate. On-going.</p> <p>Delivery of the FSA Programme remains the key ICT activity. This will be delivered in line with the 2-3 year FSA Programme.</p>	2	5	10
<p>Risk Owner: Senior Information Risk Owner (SIRO) for Cyber Security Service Areas for BCP/DR.</p>	<p>Action Owner: Director, Digital Transformation.</p>	<p>Portfolio Flag: Finance, Governance and Performance.</p>			<p>Strategy Theme: Our Organisation.</p>				

Resources Directorate Risk Report Summary as at December 2018 – Threat Risks to the achievement of Bristol City Councils Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
			Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating
<p>CRR26: ICT Resilience</p> <p>The Councils ability to deliver critical and key services in the event of ICT outages, and be able to recover in the event of system and/or data loss.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> Poor BCP planning and understanding of key system architecture. Untested DR arrangements including data recovery. Untested network reconfiguration to alleviate key location outage. Untested recovery schedules in terms of order and instructions Lack of resilience available for legacy systems (single points of failure – people and technology). Services undertaking their own IT arrangements outside of the corporate approach. 	<p>Resilience has been implemented within the Corporate Network to ensure that the network remains active and available in the event of a building becoming unavailable or a circuit being interrupted. Work to date.</p> <p>Backups are held within, and external, to the corporate network to ensure availability. Work to date.</p> <p>The FSA Programme has the movement to more resilient hosting as part of a core deliverable. Utilising cloud hosting improves resilience and recovery and enables access to key systems from outside of the corporate network, and if necessary, from non-corporate devices. As approved by Cabinet June 2018.</p> <p>The FSA Programme includes the review of future DR arrangements with the move to cloud for most services, and a move to crown hosting for remaining, servers. As approved by Cabinet June 2018.</p> <p>The FSA Programme includes work to aid with the survivability and recovery of Cyber Security Incidents which will aid the resilience of key Council systems. As approved by Cabinet June 2018.</p>	New	3	7	21	<p>A test of current Disaster Recovery arrangements is due within Q4 2018/19.</p> <p>Ensure that Line of Business (LOB) systems that pose a Resilience/Recovery risk are identified and service areas understand the risks to their services within their BCP planning. On-going.</p> <p>Delivery of the FSA Programme remains the key ICT activity. This will be delivered in line with the 2-3 year FSA Programme.</p>	2	5	10
Risk Owner: Head of Paid Service and Service Area Leads.	Action Owner: Director, Digital Transformation.	Portfolio Flag: Finance, Governance and Performance.			Strategy Theme: Our Organisation.				

Resources Directorate Risk Report Summary as at December 2018 - Opportunity Risks									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
			Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating
<p>OPP1: One City Approach</p> <p>The One City Approach will offer a new way to plan strategically with partners as part of a wider city system.</p> <p>Key potential causes:</p> <ul style="list-style-type: none"> • Mayoral aspiration and widespread partner sign-up to the principle. • Work to date has produced outline plan and engaged partners in the long-term vision and necessary work to complete the plan. 	<p>We have scoped and entered 'Phase Three' of development of the One City Approach (OCA), including catalysing One City Plan development by providing core resource from the council's Delivery Support Unit.</p> <p>Worked on draft One City Plan content with partners and internal stakeholders, with a planned launch of the first iteration in January 2019.</p> <p>Aligned internal resourcing for One City Plan development with our review of Partnership Policy (see CRR21) to ensure a joined-up approach.</p>	↑	4	5	20	<p>Resource has been identified to help catalyse activity and develop the One City Plan product, with multiple offers of support from city partners. By January 2019 we will have:</p> <ul style="list-style-type: none"> • Developed a 'One City Plan' in partnership with a variety of city-wide and regional organisations, including scoping the formal governance of the City Office and One City Approach. • Continued existing initiatives to trial and iterate the One City Approach. • Instigated or enabled new projects with partners where there is a strategic fit and an opportunity to further develop a working model. <p>Submitted a bid for council funding to contribute (alongside partners) towards a permanent City Office structure, to be confirmed through the council's annual budget process.</p>	4	5	20
Risk Owner: Head of Paid Service.	Action Owner: Director: Policy, Strategy and Partnerships	Portfolio Flag: Mayor.			Strategy Theme: Our Organisation.				

Resources Directorate Risk Report Summary as at December 2018 - Opportunity Risks									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
			Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating
<p>OPP2: Corporate Strategy</p> <p>The approved Corporate Strategy presents an opportunity to fundamentally refresh and strengthen our business planning, leadership and performance frameworks.</p> <p>Key potential causes:</p> <ul style="list-style-type: none"> • Approved Corporate Strategy provides the foundation and direction for the organisation. 	<p>We have approved and adopted the Corporate Strategy, Business Plan 18/19 and Performance Framework 18/19 through appropriate Decision Pathways.</p> <p>Re-launched and completed 'My Performance' reviews for all colleagues including annual objective setting linked to the Corporate Strategy and Business Plan 18/19.</p> <p>Designed and launched an integrated business planning approach for 2019/20, linking financial planning, service planning and performance management more closely and from an earlier starting point.</p> <p>The LGA Corporate Peer Challenge completed, providing fresh learning opportunities to improve our approach.</p> <p>Leadership Framework introduced and senior management posts recruited against it.</p>	↑	4	7	28	<p>We are continuing to scope and procure a replacement for the 'My Performance' system.</p> <p>We are reviewing results of LGA Corporate Peer Challenge and plan how to implement any resulting measures.</p>	4	7	28
Risk Owner: Head of Paid Service.	Action Owner: Director: Policy, Strategy and Partnerships.	Portfolio Flag: Finance, Governance and Performance.			Strategy Theme: Our Organisation.				

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Resources Directorate Risk Report Summary as at December 2018 - Opportunity Risks									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
			Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating
<p>OPP3: Devolution</p> <p>Should the potential arise for opportunities from a region's evolving, second devolution deal that could lead to an opportunity to align the Council's corporate priorities and strengthen regional partnership working.</p> <p>Key potential causes:</p> <ul style="list-style-type: none"> • Potential development of second devolution deal. 	<p>We have continued engagement with WECA; but with recognition that focus has been placed more on a proposed housing fund.</p>	↔	3	5	15	<p>We will continue to engage with WECA at strategic level.</p> <p>We will engage with HM Government following suggestion that more devolution opportunities may be available following Brexit.</p>	3	5	15
Risk Owner: Head of Paid Service.	Action Owner: Head of Policy and Public Affairs.	Portfolio Flag: Finance, Governance and Performance.			Strategy Theme: Our Organisation.				

Resources Directorate Risk Report Summary as at December 2018 - Opportunity Risks									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
			Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating
<p>OPP4: Brexit.</p> <p>If exiting the European Union provides benefits, such as increased domestic concentration of power, this may lead to opportunities for this to be harnessed at a local or regional level.</p> <p>Key potential causes for enhancing and exploiting:</p> <ul style="list-style-type: none"> • Exiting the European Union. 	<p>We have:</p> <ul style="list-style-type: none"> • Undertaken a draft internal assessment of threat and opportunities following an externally-provided workshop. • Established a city Brexit Response Group. • Met Michel Barnier in Brussels with the Core Cities. • Been monitoring the environment; including news of threats from large local employers of leaving UK. • Collaborated on draft Inclusive Economic Growth Strategy. • Announced funding of Settlement Visas for EU employees. • Participating in MHCLG events and national working group of local authority representatives. <p>We continue to work with Core Cities and M8 leaders on concerted joint efforts.</p>	↔	1	5	5	<p>We are monitoring the issue on an ongoing basis.</p> <p>We will complete and disseminate BCC threat and opportunity assessment, including links to our Business Plan 2019/20. This will include clear actions to be taken.</p> <p>Have further meetings of Bristol Brexit Response Group.</p> <p>Maintain the continued internal Brexit working group to ensure preparedness.</p> <p>Continued monitoring of external environment and government relations.</p> <p>Attend MHCLG regional preparedness workshop for Chief Officers.</p>	1	5	5
Risk Owner: Head of Paid Service.	Action Owner: Head of Policy and Public Affairs.	Portfolio Flag: Finance, Governance and Performance.			Strategy Theme: Our Organisation.				

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Key External Risk and Civil Contingency Risks to note - Flooding and Brexit

Resources Directorate Risk Report Summary as at December 2018 - External and Civil Contingency Risks									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
			Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating
<p>BCCC2: Brexit</p> <p>The risk that Brexit (and any resulting 'deal' or 'no deal') will impact the local economy, local funding and delivery of council services, and that uncertainty around Brexit could impact our ability to accurately assess or plan for potential positive or negative outcomes.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> • Exiting the European Union. • Lack of majority view on draft agreement with EU. • Unprecedented and complex national / international process. • Lack of planning by the authority. 	<p>Announced funding of Settlement Visas for EU employees.</p> <p>Participating in MHCLG events and national working group of local authority representatives.</p> <p>Undertaken a draft internal assessment of threat and opportunities following an externally-provided workshop.</p>		4	5	20	<p>We are monitoring the issue on an ongoing basis.</p> <p>We will complete and disseminate BCC threat and opportunity assessment, including links to our Business Plan 2019/20. This will include clear actions to be taken.</p> <p>Have further meetings of Bristol Brexit Response Group.</p> <p>Maintain the continued internal Brexit working group to ensure preparedness.</p> <p>Continued monitoring of external environment and government relations.</p> <p>Attend MHCLG regional preparedness workshop for Chief Officers.</p>	3	5	15
<p>Risk Owner: Head of Paid Service.</p>	<p>Action Owner: Head of Policy and Public Affairs.</p>	<p>Portfolio Flag: Finance, Governance and Performance.</p>			<p>Strategy Theme: Our Organisation.</p>				

Directorate risk performance summary for open risks

The risks are set out by the highest risk rating first in the Quarter 3 October – December 18/19

Page	Risk ID	Risk	Risk Owner	Quarter 4 January – March 17/18		Quarter 1 April - June 18/19		Quarter 2 July - September 18/19		Quarter 3 October - December 18/19		Quarter 4 January - March 18/19	
				Rating	Travel	Rating	Travel	Rating	Travel	Rating	Travel	Rating	Travel
23	CRR26	ICT Resilience (Previously IT infrastructure CRR2)	Director Digital Transformation							3x7=21	New		
2	CRR3	Asbestos Management	Head of Paid Service and CLB	3x7=21	↔	3x7=21	↔	3x7=21	↔	3x7=21	↔		
3	CRR4	Corporate Health, Safety and Wellbeing	Head of Paid Service and CLB	3x7=21	↔	3x7=21	↔	3x7=21	↔	3x7=21	↔		
6	CRR7	Cyber-Security(Previously Cyber-Attack)	Senior Information Risk Owner (SIRO)	3x5=15	↔	3x5=15	↔	3x5=15	↔	3x7=21	↓		
21	CRR24	Procurement and contract management compliance	Executive Director Resources and Director of Finance (Section 151 Officer)							3x5=15	New		
22	CRR25	ICT Line of Business (LOB) (Previously IT infrastructure CRR2)	Director Digital Transformation							3x5=15	New		
19	CRR21	Partnerships Governance	Head of Paid Service					3x5=15	New	3x5=15	↔		
18	CRR21	Information Governance (Replaces CRR14)	Senior Information Risk Owner (SIRO)	2x7=14	↔	2x5=10	↑	2x5=10	↔	3x5=15	↓		
5	CRR6	Fraud and Corruption	Executive Director Resources and Director of Finance (Section 151 Officer)	3x5=15	↔	3x5=15	↔	3x5=15	↔	3x5=15	↔		
7	CRR8	Service Review	Head of Paid Service	4x5=20	↔	3x5=15	↑	3x5=15	↔	2x5=10	↑		
12	CRR13	Financial Framework and MTFP	Director of Finance (Section 151 Officer)	2x7=14	↔	2x5=10	↑	2x5=10	↔	2x5=10	↔		
14	CRR16	Leadership	Head of Paid Service and CLB	4x5=20	↔	2x5=10	↑	2x5=10	↔	2x5=10	↔		
15	CRR17	Strategy Management	Head of Paid Service	2x7=14	↔	2x7=14	↔	1x7=7	↔	1x7=7	↔		
13	CRR15	Financial Deficit	Director of Finance (Section 151 Officer)	2x5=10	↔	2x5=10	↔	2x5=10	↔	1x5=5	↑		

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Directorate Risk Performance Summary for Opportunity Risks

The risks are set out by the highest risk rating first in the Quarter 3 October – December 18/19

Page	Risk ID	Risk	Risk Owner	Quarter 4 January – March 17/18		Quarter 1 April - June 18/19		Quarter 2 July - September 18/19		Quarter 3 October - December 18/19		Quarter 4 January - March 18/19	
				Rating	Travel	Rating	Travel	Rating	Travel	Rating	Travel	Rating	Travel
	OPP2	Corporate Strategy	Head of Paid Service					3x5=15	New	4x7=28	↑		
	OPP1	One City	Head of Paid Service					3x5=15	New	4x5=20	↑		
	OPP3	Devolution	Head of Paid Service					3x5=15	New	3x5=15	↔		
	OPP4	Brexit	Head of Paid Service					1x5=5	New	1x5=5	↔		

Directorate Risk Performance Summary for External and Civil Contingency risks

The risks are set out by the highest risk rating first in the Quarter 3 October – December 18/19

Page	Risk ID	Risk	Risk Owner	Quarter 4 January – March 17/18		Quarter 1 April - June 18/19		Quarter 2 July - September 18/19		Quarter 3 October - December 18/19		Quarter 4 January - March 18/19	
				Rating	Travel	Rating	Travel	Rating	Travel	Rating	Travel	Rating	Travel
27	BCCC2	Brexit	Head of Paid Service			4x3=12	↔	4x3=12	↔	4x5=20	↓		

Risk Scoring Matrix

Likelihood	4	4	12	20	28
	3	3	9	15	21
	2	2	6	10	14
	1	1	3	5	7
		1	3	5	7
		Impact			

Level of risk	Action required by level risk	
28	Critical:	Action required. Escalate (if a Directorate level risk, escalate to the Corporate Risk Register. Escalate corporate risks to the attention of the Cabinet Lead to confirm action to be taken).
14 - 21	High:	Must be addressed. If Directorate level, consider escalating to the Corporate Risk Register. If a corporate risk, consider escalating to the Cabinet Lead.
5 - 12	Medium:	Action required, manage and monitor at the Directorate level.
1 - 4	Low:	May not need any further action / monitor at the service level.

Current and Tolerance risk ratings: The ‘Current’ risk rating for both threats and opportunities refer to the current level of risk taking into account any strategies to manage risk - management actions, controls and fall back plans already in place. The ‘Tolerance’ rating represents what is deemed to be a realistic level of risk to be achieved once additional actions have been put in place. On some occasions the aim will be to contain the level of the risk at the current level.

Positive Risks (Opportunities): Where the risk is an opportunity, a cost benefit analysis is required to determine whether the opportunity is worth pursuing, guided by the score for the matrix, e.g. an opportunity with a score of 28 would be pursued as it would offer considerable benefits for little risk.

LIKELIHOOD AND IMPACT RISK RATING SCORING**Likelihood Guidance**

Likelihood	Likelihood Ratings 1 to 4			
	1	2	3	4
Description	Might happen on rare occasions.	Will possibly happen, possibly on several occasions.	Will probably happen, possibly at regular intervals.	Likely to happen, possibly frequently.
Numerical Likelihood	Less than 10%	Less than 50%	50% or more	75% or more

Severity of Impact Guidance (Risk to be assessed against all of the Categories, and the highest score used in the matrix).

Impact Category	Impact Levels 1 to 7			
	1	3	5	7
Service provision	Very limited effect (positive or negative) on service provision. Impact can be managed within normal working arrangements.	Noticeable and significant effect (positive or negative) on service provision. Effect may require some additional resource, but manageable in a reasonable time frame.	Severe effect on service provision or a Corporate Strategic Plan priority area. Effect may require considerable /additional resource but will not require a major strategy change.	Extremely severe service disruption. Significant customer opposition. Legal action. Effect could not be managed within a reasonable time frame or by a short-term allocation of resources and may require major strategy changes. The Council risks 'special measures'. Officer / Member forced to resign.
Communities	Minimal impact on community.	Noticeable (positive or negative) impact on the community or a more manageable impact on a smaller number of vulnerable groups / individuals which is not likely to last more than six months.	A more severe but manageable impact (positive or negative) on a significant number of vulnerable groups / individuals which is not likely to last more than twelve months.	A lasting and noticeable impact on a significant number of vulnerable groups / individuals.
Environmental	No effect (positive or negative) on the natural and built environment.	Short term effect (positive or negative) on the natural and or built environment.	Serious local discharge of pollutant or source of community annoyance that requires remedial action.	Lasting effect on the natural and or built environment.
Financial Loss / Gain	Under £0.5m	Between £0.5m - £3m	Between £3m - £5m	More than £5m
Fraud & Corruption Loss	Under £50k	Between £50k - £100k	Between £100k - £1m	More than £1m
Legal	No significant legal implications or action is anticipated.	Tribunal / BCC legal team involvement required (potential for claim).	Criminal prosecution anticipated and / or civil litigation.	Criminal prosecution anticipated and or civil litigation (> 1 person).
Personal Safety	Minor injury to citizens or colleagues.	Significant injury or ill health of citizens or colleagues causing short-term disability / absence from work.	Major injury or ill health of citizens or colleagues may result in. long term disability / absence from work.	Death of citizen(s) or colleague(s). Significant long-term disability / absence from work.
Programme / Project Management <i>(Including developing commercial enterprises)</i>	Minor delays and/or budget overspend but can be brought back on schedule with this project stage. No threat to delivery of the project on time and to budget and no threat to identified benefits / outcomes.	Slippage causes significant delay to delivery of key project milestones, and/or budget overspends. No threat to overall delivery of the project and the identified benefits / outcomes.	Slippage causes significant delay to delivery of key project milestones; and/or major budget overspends. Major threat to delivery of the project on time and to budget, and achievement of one or more benefits / outcomes.	Significant issues threaten delivery of the entire project. Could lead to project being cancelled or put on hold.
Reputation	Minimal and transient loss of public or partner trust. Contained within the individual service.	Significant public or partner interest although limited potential for enhancement of, or damage to, reputation. Dissatisfaction reported through council complaints procedure but contained within the council. Local MP involvement. Some local media/social media interest.	Serious potential for enhancement of, or damage to, reputation and the willingness of other parties to collaborate or do business with the council. Dissatisfaction regularly reported through council complaints procedure. Higher levels of local or national interest. Higher levels of local media / social media interest.	Highly significant potential for enhancement of, or damage to, reputation and the willingness of other parties to collaborate or do business with the council. Intense local, national and potentially international media attention. Viral social media or online pick-up. Public enquiry or poor external assessor report.