

# Audit Committee Agenda



**Date:** Friday, 22 July 2016

**Time:** 9.30 am

**Venue:** City Hall

## **Distribution:**

**Councillors:** Nicola Beech, Nicola Bowden-Jones, Helen Godwin, Gary Hopkins, Olly Mead, Liz Radford, Clive Stevens, Ken Guy and Brenda McLennan

**Copies to:** Steve Gregory (Democratic Services Officer), Anna Klonowski (Interim Strategic Director - Business Change), Melanie Henchy-McCarthy, Alison Mullis, Janet Ditte (Service Manager Finance), Julie Oldale (Interim Service Director Finance), Shahzia Daya (Interim Service Director - Legal and Democratic Services), Caroline Elwood (Interim Service Manager Legal) and Shana Johnson (Democratic Services Manager)

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**Date:** 14 July 2016



# Agenda

## 1. Welcome, Introductions and Safety Information

## 2. Declarations of Interest

To note any declarations of interest from the Councillors. They are asked to indicate the relevant agenda item, the nature of the interest and in particular whether it is a **disclosable pecuniary interest**.

Any declarations of interest made at the meeting which is not on the register of interests should be notified to the Monitoring Officer for inclusion.

## 3. Minutes of Previous Meeting

To agree the minutes of the previous meeting as a correct record.

**(Pages 4 - 8)**

## 4. Action sheet

**(Page 9)**

## 5. Public Forum

Up to 30 minutes is allowed for this item *\*Democratic Services Officer check time limit for your particular Committee\**

Any member of the public or Councillor may participate in Public Forum. The detailed arrangements for so doing are set out in the Public Information Sheet at the back of this agenda. Public Forum items should be emailed to [democratic.services@bristol.gov.uk](mailto:democratic.services@bristol.gov.uk) and please note that the following deadlines will apply in relation to this meeting:-

Questions - Written questions must be received 3 clear working days prior to the meeting. For this meeting, this means that your question(s) must be received in this office at the latest by 5 pm on *\*name deadline date\**

Petitions and Statements - Petitions and statements must be received on the working day prior to the meeting. For this meeting this means that your submission must be received in this office at the latest by 12.00 noon on *\*name deadline date\**.

## 6. Work Programme



To note the work programme. **(Pages 10 - 12)**

## **7. Finance Improvement Plan**

To note the refreshed Finance Improvement/Project Plan and progress towards delivery of required outcomes. **(Pages 13 - 20)**

## **8. External Audit - progress report**

To review progress too date. **(Pages 21 - 28)**

## **9. Internal Audit Annual Report 2015/16**

To note and comment on the Internal Audit Annual report for 2015/16. **(Pages 29 - 61)**

## **10. Annual Governance Statement - Action Plan update**

To comment on the attached Annual Governance Statement Action Plan update. **(Pages 62 - 68)**

## **11. Corporate Risk Register Update - July 2016**

To review the Corporate Risk Register. **(Pages 69 - 114)**



# Public Information Sheet

Inspection of Papers - Local Government  
(Access to Information) Act 1985

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## Public Forum

Members of the public may make a written statement ask a question or present a petition to most meetings. Your statement or question will be sent to the Committee and be available in the meeting room one hour before the meeting. Please submit it to [democratic.services@bristol.gov.uk](mailto:democratic.services@bristol.gov.uk) or Democratic Services Section, City Hall, College Green, Bristol BS1 5UY. The following requirements apply:

- The statement is received no later than **12.00 noon on the working day before the meeting** and is about a matter which is the responsibility of the committee concerned.
- The question is received no later than **three clear working days before the meeting**.

Please see [www.bristol.gov.uk](http://www.bristol.gov.uk) and the '[How to Have Your Say](#)' pdf for the parameters of each individual Committee and what will happen to your submission.

Any statement submitted should be no longer than one side of A4 paper. If the statement is longer than this, then for reasons of cost, only the first sheet will be copied and made available at the meeting. For copyright reasons, we are unable to reproduce or publish newspaper or magazine articles that may be attached to statements.

By participating in public forum business, we will assume that you have consented to your name and the details of your submission being recorded and circulated to the committee. This information will also be made available at the meeting to which it relates and placed in the official minute book as a public record (available from Democratic Services).



We will try to remove personal information such as contact details. However, because of time constraints we cannot guarantee this, and you may therefore wish to consider if your statement contains information that you would prefer not to be in the public domain. Public Forum statements will not be posted on the council's website. Other committee papers may be placed on the council's website and information in them may be searchable on the internet.

### Process during the meeting:

- Public Forum is normally one of the first items on the agenda, although statements and petitions that relate to specific items on the agenda may be taken just before the item concerned.
- There will be no debate on statements or petitions.
- The Chair will call each submission in turn. When you are invited to speak, please make sure that your presentation focuses on the key issues that you would like Members to consider. This will have the greatest impact.
- Your time allocation may have to be strictly limited if there are a lot of submissions.
- If there are a large number of submissions on one matter a representative may be requested to speak on the groups behalf.
- If you do not attend or speak at the meeting at which your public forum submission is being taken your statement will be noted by Members.

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## Bristol City Council Minutes of the Audit Committee



24<sup>th</sup> June 2016 at 9.30 am

### **Members Present:-**

Councillor Nicola Beech; Councillor Nicola Bowden-Jones; Councillor Helen Godwin; Councillor Gary Hopkins; Councillor Olly Mead; Councillor Liz Radford; Councillor Clive Stevens.

Independent Members: Ken Guy; Brenda McClennan.

### **Officers in Attendance:-**

Alison Mullis/Melanie Henchy-McCarthy - Chief Internal Auditor, Tony Whitlock - Principal Accountant (Corporate Finance), Harry Lawson Interim Service Manager (Corporate Finance), Matthew Hepenstall/Pamela Evans - BDO Accountant

### **1. Election of Chair**

Councillor Olly Mead was elected Chair for the 2016/17 municipal year.

### **2. Election of Vice Chair**

Councillor Clive Stevens was elected Vice Chair for the 2016/17 municipal year.

### **3. Welcome, introductions, apologies and safety information**

Apologies were received from Councillor Bowden-Jones and Ken Guy.

### **4. Membership of the Committee**

The Membership of the Audit Committee was noted as –

Councillor Nicola Beech; Councillor Nicola Bowden-Jones; Councillor Helen Godwin; Councillor Gary Hopkins; Councillor Olly Mead; Councillor Liz Radford; Councillor Clive Stevens.

Independent Members: Ken Guy; Brenda McClennan.

### **5. Terms of Reference**

The Terms of Reference as approved at Full Council on 31 May 2016, were noted.

### **6. Dates and times of meetings agreed as below, all starting at 9.30 am**



2016	2017
22 July	27 January
23 September	24 March
25 November	26 May

## 7. Public forum

No	Public forum item	Author
1	Social Value	Councillor Gill Kirk
2	Southmead/Horfield TRO scheme	Ken Thawley
3	Southmead TRO scheme	David Adlam

The Audit Committee noted the statements.

**Statement 1** - the Committee acknowledged the importance of Social Value in respect of the Council's commissioning and procurement process and the Chief Internal Auditor confirmed that this was being implemented. A point was raised that some Neighbourhood Partnerships used a 'scorecard' system when allocating grants to enable greater clarity regarding social value. It was emphasised that it would be desirable to have a higher degree of subjectivity to challenge social value aspects. The Committee requested that the Chief Internal Auditor investigate if this was the case.

**Statements 2&3** - the Committee received two statements in respect of the Southmead and Horfield Traffic Regulation Order Scheme concerning limited parking restrictions near the new Southmead hospital to limit commuter parking.

The Committee noted the comments made and acknowledged that this issue should be considered by the Place Scrutiny Commission who was asked to further consider –

1. If the proper process was followed particularly with regard to the 48 hours that had been given between the publication of some of the proposals and the deadline for comments to be submitted in response;
2. Whether current processes were sufficient to enable proper engagement from the public;
3. What could be done by the Council to address the issue caused by the TRO proposals;
4. What could be done to ensure access to the hospital site by car;
5. Clarify if the implementation of the proposals were in line with the planning permission concept of mitigation with regard to the parking restrictions.

## 8. Declarations of Interest

None were declared.

## 9. Minutes of 29 April 2016

The Minutes of the 29 April 2016 were agreed as an accurate record.

## 10. Action sheet of 29 April 2016

Actions were noted. Chief Internal Auditor referred to item 2, review of financial



Regulations, and informed the Committee that a draft report had been prepared. A final report would be brought to the next Audit Committee meeting in July.

## 11. Work Programme

The draft Work Programme was considered.

During consideration the following points were made:

1. The July meeting of the Audit Committee would include a more detailed session on Governance and Risk;
2. A report regarding the work of the Council's Trading Companies would be brought to the Audit Committee once more detail was known, following a meeting between the Chief Internal Auditor and the Company Secretary;
3. The Corporate Risk Register would be brought to the July Audit Committee and would now include the outcome from consideration of the impact of the results of the European Union referendum which had resulted in the United Kingdom deciding to leave the EU.

**Resolved:- that, subject to the above comments, the Work Programme be noted.**

## 12. Internal Audit Plan report 2016/17 (agenda item no.12)

The Committee received a report from the Chief Internal Auditor requesting the approval of the Internal Audit Plan for 2016/17 and re-approval of the Internal Audit Charter, Terms of Reference and Strategic Statement following its recent update.

During the discussion, the following points were made:

1. The Plan might change during the municipal year based on the level of risk;
2. An additional half post was being resourced to assist further work related to fraudulent tenancy activity, details of this would be reported to the July Audit Committee meeting as part of the Internal Audit Annual Report 2015/16;
3. Regarding additional resource the Committee was reminded that its role was to ensure that resources were sufficient and where it was considered insufficient Members of the Audit Committee could, by monitoring and interaction, seek to improve this.

**Resolved :- that the Internal Audit Plan for 2016/17 be approved and the Internal Audit Charter, Terms of Reference and Strategic Statement, following its recent update, be re-approved.**

## 13. Bristol City Council - External Audit report June 2016 (agenda item no.13)

The Committee received a report from the External Auditor BDO Accountants which provided an update of audit work for 2015/16.

The Committee noted that the principal objectives were to review and report on, the extent required by the relevant legislation and the requirements of the Code of Audit Practice for Local Government, the audited body's :

- financial statements;



- arrangements for securing economy, efficiency and effectiveness in its use of resources.

There was also a requirement to certify specified grant claims and returns as directed by Public Sector Audit Appointments Ltd. An assessment would be made to determine whether the arrangements put in place by the Council would allow for completion of the work by the expected deadlines and whether there were any issues that were likely to have a significant impact on the ability to provide unmodified audit reports and opinions.

The Committee noted that final audit work was starting next week with 'sign off' anticipated to be end of August or early September.

**Resolved:- that the report be noted.**

#### **14. Honorary Aldermen/Women Nominations (agenda item no.14)**

The Committee received a report from the Interim Service Director – Legal and Democratic Services to consider the nominations for Honorary Aldermen/Women, as nominated by the respective political groups, and make a recommendation to Full Council on the appointment of new aldermen/women.

The Committee noted the criteria as set out in the report for conferring Alderman/Woman status. In addition some committee members referred to the Full Council AGM on 31 May, 2016 which had further considered this and which had concluded that the criteria for nomination needed to be re-visited. Having regard to this the Committee went through the nominations according to those who met the criteria and in relation to the discussion at Council. Some members were approved, some not and others deferred pending review of the criteria, as set out below.

Bill Payne	Honorary Alderman status not conferred
Jenny Smith	Honorary Alderman status conferred
Mike Wollacott	Honorary Alderman status not conferred
David Morris	Honorary Alderman status conferred
Alastair Watson	Honorary Alderman status conferred
Gus Hoyt	Defer pending review of nomination criteria
Tess Green	Defer pending review of nomination criteria
Rob Telford	Defer pending review of nomination criteria
Tim Malnick	Defer pending review of nomination criteria
Ani Stafford-Townsend	Defer pending review of nomination criteria
Simon Cook	Honorary Alderman status conferred
Christian Martin	Defer pending review of nomination criteria
Glenise Morgan	Honorary Alderman status conferred

**Resolved:- that due to their significant contribution to the local community the title of Honorary Alderman/Woman be conferred upon:**

**Jenny Smith;**  
**David Morris;**  
**Alastair Watson;**  
**Simon Cook;**  
**Glenise Morgan;**



**and that this be recommended to Full Council accordingly.**

The meeting finished at 11 am.

**CHAIR**



### Audit Committee Action Sheet – 24 June 2016

Action number	Item/report	Action and Deadline	Responsible officer	Action taken and date completed
1	Action sheet (25/9)	Report on Management of Natural Resources to be brought to a future meeting	JD	Pending
2	Action sheet (25/9)	Advise members of AC when review of financial regulations has been completed, work ongoing	MHM/AM	Report to 22 July meeting
3	Public forum – Southmead/Horfield TRO's	Refer to Place Scrutiny Commission	SG	Done 28 June
4	Public forum – Social Value	Investigate 'scorecard' process used by Neighbourhood Directorate	MHM/AM	Pending
5	Training for Standards/ISO	Training to arranged for members of AC	MHM/AM	Pending
6	Alderman nominations	Party groups to be informed of outcome	SG	Done 28 June

**AUDIT COMMITTEE**  
**DRAFT WORK PROGRAMME 2016/17**

Meeting Date	Report Author	Report Details	Presented Y/N	Comments:
Friday 24 June 2016 9.30am	External Audit:  Internal Audit:  Finance:  Legal:	Confirm dates and times of meetings  Annual Statement Accounts Training Update Report  Audit Plan 2016/17  Finance Improvement Plan - Update  <b>Members Standard items:</b> Appointment of Alderman/Woman <b>Information Items:</b> <i>None</i>	Yes Yes  Yes  No  Yes	Deferred to July 2016 meeting.
Friday 22 July 2016 9.30am	Finance:  External Audit:  Internal Audit:	Finance Improvement Plan - Update  Update Report  Annual Report 2015/16  Annual Governance Statement - Action Plan Update Corporate Risk Register 2015/16 Update  Risk and Governance training session		
Friday 23 September 2016 9.30am	Finance:  External Audit:  Internal Audit:  Officer:  Legal:	Treasury Management - Quarter 1 Report Final Statement of Accounts 2015/16  ISA260 Report  Final Annual Governance Statement 2015/16 and Action Plan Update  Traded Companies: Financial Update  <b>Members Standard Items</b>  <b>Information Items:</b>		

Meeting Date	Report Author	Report Details	Presented Y/N	Comments:
Friday 25 November 2016 9.30am	External Audit:  Finance:  Internal Audit:  Officer:  Legal:	Annual Audit Letter  Treasury Management - Mid-year Report  Internal Audit Half-Year Report 2015/16  Markets Operation: Update MetroBus - update on Governance.  <b>Members Standard Items:</b>  <b>Information Items:</b> Directorate Risk Registers		
Friday 27 January  2017 9.30am	External Audit:  Finance:  Internal Audit:  Officer:  Officer:  Legal:	2015/16 Grants Report  Treasury Management - Strategy Report and Practices  Fraud Update (Incl. Tenancy Fraud Initiative) Corporate Risk register - Update Annual Governance Statement Action Plan - Update Corporate Risk register - Update  Customer Relations Update on effectiveness of new system  Traded Companies - Performance Update  <b>Member Standard Items:</b>  <b>Information Items:</b> <i>Directorate Risk Register</i>		
Friday 24 March  2017 9.30am	Internal Audit:    External Audit:	Audit Committee Effectiveness Review Update on Local Audit Bill - Impact and Procurement Options Draft Annual Plan 2017/18 - For Consultation  Audit Approach/Planning Letter 2017/18  <b>Information Items:</b> <i>Directorate Risk Register</i>		Workshop - no report

Meeting Date	Report Author	Report Details	Presented Y/N	Comments:
Friday 26 May  2017 9.30am	Internal Audit:    Finance: Officer:  SIRO:  Legal:	Draft Audit Committee Annual Report to Council 2016/17 Risk Management Annual Report Draft Annual Governance Statement 2016/17 and Updated Action Plan Annual Plan for 2017/18  Accounting Policies Partnerships - Risk/Opportunities - Value for Money  Information Security Strategy - Update  <b>Member Standard Items:</b>  <b>Information Items:</b>		

# Audit Committee

22<sup>nd</sup> July 2016



**Report of:** Interim Service Director: Finance

**Title:** Finance Improvement Plan

**Ward:** City Wide

**Officer Presenting Report:** Julie Oldale, Service Director: Finance

**Contact Telephone Number:** 0117 92 22419

## Recommendation

The Audit Committee note the refreshed Finance Improvement/Project Plan and progress towards delivery of required outcomes.

## Summary

As the recently appointed S151 officer for Bristol City Council a full review of the Finance function has been essential to ensure the Council receives a professional and efficient finance support service. The review has reaffirmed some of the known issues, but also identified new areas of work which have been incorporated into the Improvement Plan. The Plan has also been developed to identify the key Council Projects that the Finance Team needs to support to facilitate the management of resources.

## The significant issues in the report are:

The continuing need is to ensure the existing finance team is supported to deliver the improvement/project plan through to its conclusion. The outcomes will improve the systems, procedures and knowledge to facilitate a sustainable, high performing finance function. Permanent recruitment to key finances roles has commenced, with a view to stabilising the team for the longer term and ensuring the Improvement/Project Plan outcomes continue beyond the life of the programme.

## Policy

There are no policy implications as a direct result of this report.

## Consultation

### 1. Internal

The improvement plan has been developed in conjunction with the Finance Team and senior officers within the Council.

### 2. External

Not applicable

## Background and Context

3. As the recently appointed S151 officer for Bristol City Council, a full review of the Finance function and financial literacy of the Council has been essential to ensure the Council receives a professional and efficient finance support service.
4. The review has reaffirmed some of the known issues within the Council, but also identified new areas of work which have been incorporated in to the Improvement/Project Plan as detailed at Appendix A.
5. The Chartered Institute for Public Finance and Accountancy (CIPFA) provide professional advice to S151 officers that has provided key reference material for the review. The below extract summarises the essential requirements of the finance function and the key areas which were incorporated into the review:
  - The CFO must ensure that there is sufficient depth of financial expertise, supported by effective systems, to discharge this responsibility and challenge those responsible for the authority's activities to account for their financial performance. The resources available must be proportionate to the complexity of the financial environment.

(Source: The Role of the Chief Finance Officer in Local Government (2016))

6. To ensure appropriate governance and monitoring, the plan is now established as a standard agenda item on the fortnightly Finance Management Team meeting which is chaired by the S151 officer and attended by all senior Finance staff.
7. Specifically included in the Finance Improvement Plan is the requirement to update the Financial Regulations and Standing Orders for Bristol City Council. The documents have been updated against best practice in other Local Authorities, as well as to ensure consistency across the documents and with the Council's constitution. The documents are being reviewed by senior finance staff. They will then be taken to full council for approval and adoption before the end of quarter 3 of this financial year.

**Other Options Considered**

Not applicable

**Risk Assessment**

Not applicable

**Public Sector Equality Duties**

None necessary for this report

**Legal and Resource Implications**

**Legal**

Section 114(7) of the Local Government Finance Act 1988 requires authorities in England and Wales to provide their CFO with ‘such staff, accommodation and other resources as are in his opinion sufficient to allow his duties under this section (i.e. s114) to be performed’.

**Financial**

**(a) Resources**

The Finance team will continue to be supported with the appropriately skilled resource which may require additional support on an interim basis through to the conclusion of the improvement plan.

**(b) Capital**

Not Applicable

**(Financial advice provided by Annabel Scholes – Interim Strategic Support Manager)**

**Land**

Not applicable

**Personnel**

Not Applicable

**Appendices:**

Appendix A – Finance Improvement / Project Plan

**LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985**

**Background Papers:**

The Role of the Chief Finance Officer in Local Government (2016)

# Finance Improvement/Project Plan



Project	Project Scope	Lead Officer	Critical Friend	Due Date	RAG rating	Status
<b>Improvements</b>						
Quarterly hard close and proper procedures for reconciliations and controls		Head of Corporate Finance	Anna Klonowski	29/07/2016	GREEN	
Review of MRP and treatment of historic pre unitary debt		Head of Corporate Finance	Janet Ditte	20/05/2016	AMBER	Complete
Finalise negotiations in relation to historic pre unitary debt		Head of Corporate Finance	Janet Ditte	30/08/2016	GREEN	In Progress
Business Change/Transformation projects	Develop a position statement tracking both investment and saving delivery. Source full list of business cases to be refreshed	Jemma Prince	Annabel Scholes	31/07/2016	GREEN	In Progress
Improvements in Business case follow-through and monitoring	Develop/clarify the process Presentation for Change Board	Annabel Scholes	Jemma Prince	30/06/2016	GREEN	On hold
Update to standing orders, financial regulations		Janet Ditte	Annabel Scholes	22/07/2016	GREEN	In Progress
Review and improvement of fundamental systems e.g. Virements; Improving financial implications on reports	Financial Implications (complete) Grant protocol (complete)	Clare Burston  Other colleagues will lead on various elements  Janet Ditte (allocate elements to FBPs and Corporate team)	Annabel Scholes	31/05/2016  30/09/2016	GREEN	In Progress
Financial procedure notes	As per co-hort 4 - Change Schedule	Janet Ditte (allocate elements to FBPs and Corporate team)	Annabel Scholes	30/09/2016	Green	In Progress

# Finance Improvement/Project Plan



Project	Project Scope	Lead Officer	Critical Friend	Due Date	RAG rating	Status
S106 and CIL - Financial monitoring	Link in with planning and ensure the monitoring processes incorporate the required financial procedures and a lead finance officer in linked to future reviews.	Tian Ze Hao	Annabel Scholes	30/06/2016	AMBER	In Progress
Capital Board Capital planning, borrowing & prioritisation and roles of FBPs and FMs in this process	Project scope - review the roles and responsibilities of the board	Head of Corporate Finance	Anna Klonowski	20/05/16	AMBER	In Progress
Annual cycle of financial planning, management and control arrangements in BCC	Development of the MTFS/Budget Planning cycle Review savings trackers and controls	Annabel Scholes	Janet Ditte/Anna Klonowski	29/07/2016	AMBER	In Progress
Budget Review - Central services	Simply centralised arrangements Direct and indirect reporting	Janet Ditte	Annabel Scholes	30/06/2016	GREEN	
Improvement in budget monitoring	Initial Project Plan  Establish processes so that monitoring is presented in detail to SLT on a monthly basis from month 2 Review format and content of report to address identified weaknesses Present proposed report format etc. to S151 for approval	Janet Ditte (gather input from FBPs and Corporate team)	Annabel Scholes	31/05/2016  Phase 1 30/06/2016  Phase 2 30/08/16	GREEN	In Progress
Training & Development (CPD)	Design & deliver training session - role of FBPs	Anna Klonowski	Julie Oldale/ Annabel Scholes	30/06/2016	AMBER	
Training & Development (CPD)	Design and deliver training session on role of S151 officer	Anna Klonowski	Julie Oldale	31/07/2016	AMBER	

# Finance Improvement/Project Plan



Project	Project Scope	Lead Officer	Critical Friend	Due Date	RAG rating	Status
Training & Development (CPD)	Other training - wider finance team - Capital and capital Financing (complete) - MRP (complete) - Faster closing (complete) - Budget & Policy Framework - Accounting for pooled budgets - Budget Monitoring and tracking savings	Peter Worth Peter Worth Peter Worth Anna Klonowski Head of Corporate Finance Annabel Scholes/Anna Klonowski	Julie Oldale	Ongoing	AMBER	In Progress
Lead the coordination of the finance improvement plan on behalf of Julie Oldale		Anna Klonowski until end July 2016 needs to be embedded into work of Financial Management Team as part of day job	Annabel Scholes	Ongoing	AMBER	In Progress
Finance Restructure / Review	A review of the structures across finance to ensure they continue to meet the requirements of the organisation	Julie Oldale		Ongoing	GREEN	In Progress
<b>Projects</b>						
HRA Business plan	Initial project plan To assist with the development of a long term HRA business plan (scope to become more defined)	Robin Poole	Anna Klonowski	20/05/2016	AMBER	In Progress
Financial input to service strategies that impact companies	Initial Project Plan	Tian Ze Hao - Energy	Robin Poole	01/07/2016	GREEN	
Financial support to establish companies to deliver service strategies and "one off" issue resolution		Brian Madden - Energy, Waste, OPCR	Julie Oldale	Ongoing	GREEN	
Change Board Co-hort 4	Delivery of self service portal content Review of STS processes Redesign work	Janet Ditte		30/09/2016	AMBER	In Progress
Devolution		Anna Klonowski (Mike Allen - sub)	Robin Poole/Tian Ze Hao	Ongoing	GREEN	

# Finance Improvement/Project Plan



Project	Project Scope	Lead Officer	Critical Friend	Due Date	RAG rating	Status
WoE Business Rates Retention	Preparation for BRR based on Government Policy and LA to be self funding	Anna Klonowski (Mike Allen - sub)	Julie Oldale	Ongoing	GREEN	
Enterprise Zone - Existing	Briefing note and cycle of activities	Mike Allen	Anna Klonowski	Ongoing	GREEN	In Progress
Enterprise Zone - Temple Meads Station	Clarification of deliverables, key milestones and decisions points Circulation of existing financial models A view about the level of investment likely to be requested and secured via borrowing	Mike Allen	Julie Oldale/ Head of Corporate Finance (LTFFP/Devolution)	August for Enterprise Zone extension decision Dec 2016.	GREEN	In Progress
Commercial capital projects	Arena and Arena Island Metro Bus  Project Plan of Finance Input	Mike Allen	Head of Corporate	Arena practical completion 2018, MetroBus 2018  31/05/16	GREEN	In Progress
PFI projects	Schools	Michael Pilcher - FM support required	Robin Poole	Contract runs to 2034	GREEN	
	Initial Project Plan  Hengrove Leisure Centre. Supporting contractual negotiations to achieve clarity regarding the contractor's ongoing performance and maintenance obligations and develop refinancing proposals to achieve financial savings.	Robin Poole - FM support required	Michael Pilcher	31/05/2016  August 2016	GREEN	In Progress
Service capital projects	Extra Care Housing. Overall Scheme	Michael Pilcher	Robin Poole	Ongoing	AMBER	In Progress

## Finance Improvement/Project Plan



Project	Project Scope	Lead Officer	Critical Friend	Due Date	RAG rating	Status
Service capital projects	Extra Care Housing. Phase 3: Seamills	Michael Pilcher	Robin Poole	01/12/2016	GREEN	In Progress
Service capital projects	Dementia Care Housing. To provide final input into, review and quality assure final contractual documents for both contracts.	Robin Poole	Michael Pilcher	08/06/2016	AMBER	In Progress
People Directorate Savings Opportunities	Support in delivery of 26 savings opportunities as identified in the Ernst and Young diagnostic	Michael Pilcher	Julie Oldale	Ongoing	AMBER	In Progress
Internal Audit review into Budgetary Control in People Directorate	Leading a review and development of an action plan following the internal audit on budgetary control in People Directorate	Michael Pilcher	Julie Oldale	30/08/2016	AMBER	In Progress



# Audit Committee

22 July 2016

**Report of:** Interim Service Director - Finance  
**Title:** BDO's External Audit Progress Report

**Ward:** City Wide

**Officer Presenting Report:** BDO LLP

**Contact Telephone Number:**

## Recommendation

The Audit Committee note, and comment as appropriate on BDO's external audit progress report.

## Summary

This is the second report presented to Audit Committee setting out the progress to date in relation audit work planned for 2016, including the audit of the Statement of Accounts for the year ended 31 March 2016.

## The significant issues in the report are:

The report sets out progress to date against BDO's Annual Audit Plan. The report sets out the scope of BDO's work along with progress to date. The report also highlights any key areas of risk which are likely to result in the Auditors ability to produce unmodified reports and opinions.



## Policy

None affected by this report. The Audit Commission has statutory responsibility for inspection and assessment at the Council. BDO are the Council's appointed external auditors. In carrying out their audit and inspection duties they have to comply with the relevant statutory requirements. In particular these are the Audit Commission Act 1998 and the Code of Audit Practice with regard to audit, and the Local Government Act 1999 with regard to best value and inspection.

## Consultation

1. **Internal**  
BDO consulted with senior finance officers before finalising the Audit Plan.
2. **External**  
None

## Context

3. As set out in the report

## Proposal

4. The report is noted

## Other Options Considered

5. Not Applicable

## Risk Assessment

6. Not as a result of this report

## Public Sector Equality Duties

- 8a) 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.

8b) There are no issues arising from this report

**Legal and Resource Implications**

**Legal**

None

**(Legal advice provided by N/A)**

**Financial**

**(a) Revenue**

N/A

**(b) Capital**

N/A

**(Financial advice provided by N/A)**

**Land**

N/A

**Personnel**

N/A

**(Personnel advice provided by <Insert name and job title>)**

**Appendices:**

Appendix 1 – BDO's External Audit Progress Report – July 2016

**LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985**

**Background Papers:**

None



# BRISTOL CITY COUNCIL

External Audit Progress Report  
July 2016

# INTRODUCTION

This report is intended to provide the Audit Committee with an update of our audit work for 2015/16.

Auditors' principal objectives are to review and report on, to the extent required by the relevant legislation and the requirements of the Code of Audit Practice for Local Government, the audited body's:

- financial statements
- arrangements for securing economy, efficiency and effectiveness in its use of resources.

We are also required to certify specified grant claims and returns as directed by Public Sector Audit Appointments Ltd.

We will assess whether the arrangements put in place by the Council will allow us to complete our work by the expected deadlines and whether there are any issues that are likely to have a significant impact on our ability to provide unmodified audit reports and opinions.

This will be included as a "RAG" assessment in the report. We have yet to perform any substantive work at the Council and therefore the green rating against each area is an initial assumption that will need to be confirmed as part of our interim work.

ASSESSMENT	EXPLANATION
RED 	Unlikely to be able to meet reporting deadlines, significant concerns over governance or finance, or expected modification of audit report or opinion.
AMBER 	Some concerns around meeting reporting deadlines, some concerns over governance or finance, or potential risk of modification of audit report or opinion.
GREEN 	On target to meet deadlines and no current concerns over governance or finance.

## Additional work agreed with the Council

We have agreed to audit the grant claim for the Local Authority Major Transport Scheme. The claim was certified by us in May 2016, with a fee of £4,500.

# SECTOR UPDATE

AUDIT AREA	SCOPE	PROGRESS	OUTPUTS / DATE	RAG
<b>PLANNING</b>				
Audit plan	We are required to report to you the results of our audit planning, our risk assessment and the proposed audit response to significant audit risks ahead of commencement of the audit work.	We have had regular meetings with the Director of Finance, which have also been attended by internal audit. We have discussed audit deliverables and timetables. We have undertaken detailed planning work in January and have prepared an audit plan issued to the Audit committee in March 2016.	<p><b>Planning Letter 2015/16</b> Issued April 2015 and reported to the Audit Committee on 24 April 2015. This set out our audit fees for the year</p> <p><b>Audit Plan 2015/16</b> Issued to the Audit Committee on 11 March 2016.</p>	
<b>ACCOUNTS</b>				
Review of internal controls	Audit of the significant financial systems that support the financial statements to be completed before draft accounts are prepared.	This was covered as part of our planning and interim work in January. Testing was carried out on the controls to confirm they are operating in line with expectations. There were no issues arising from the review of financial systems, which has been fed back to the Finance Team.	<p>The results of the work have been taken into account in directing our audit strategy for the audit of the financial statements.</p> <p>No recommendations have arisen based on the work undertaken at the planning stage of the audit.</p>	
Financial statements audit	<p>Audit of the draft financial statements to determine whether they give a true and fair view of the Council's financial affairs and the income and expenditure for the year.</p> <p>Deadline for issue of audit opinion and publication of the statement of accounts is 30 September 2015, although we are working towards a deadline of 31 August 2016.</p>	The scope of the audit and risk assessment have been revisited following our review of the effectiveness of internal controls and review of the draft financial statements received. The on-site audit work has started and the Audit is progressing as expected, with no significant issues arising to date.	<p><b>Audit findings and conclusions being reported in the Final Report to the Audit Committee on 25 September.</b></p> <p>Target issue date August 2016.</p> <p><b>Opinion on the financial statements</b></p> <p>Target issue date August 2016.</p>	
Whole of government accounts audit	<p>Audit of the consolidation pack for consistency with the audited statement of accounts.</p> <p>Consolidation pack opinion - deadline 2 October 2016.</p>	To be completed in August 2016.	<p><b>Opinion on the WGA Consolidation Pack</b></p> <p>Target date 2 October 2016.</p>	

# SECTOR UPDATE

AUDIT AREA	SCOPE	PROGRESS	OUTPUTS / DATE	RAG
<b>USE OF RESOURCES</b>				
Review of arrangements to secure economy, efficiency and effectiveness	<p>Review of use of resources based on:</p> <ul style="list-style-type: none"> <li>proper arrangements in place for securing financial resilience</li> <li>proper arrangements for challenging how the Council secures economy, efficiency and effectiveness.</li> </ul> <p>Conclusion to be given alongside the accounts opinion by the deadline of 30 September 2016 (target end August 2016)</p>	<p>Throughout the year we will have regular liaison meetings with management to discuss any significant concerns in relation to the use of resources. We will also review and take in to consideration results of inspections and reviews carried out by other regulators. Detailed work commenced in June 2016, with no issues to raise at this point.</p>	<p>Audit findings and conclusions will be reported in the Final Report to the Audit Committee on 25 September.</p> <p>Target issue date August 2016.</p> <p>VFM conclusion</p> <p>Target issue date August 2016.</p>	
<b>REPORTING</b>				
Annual Audit Letter	Public-facing summary of audit work and key conclusions for the year. To be finalised by 31 October 2016.	This will follow completion of the Audit.	<p><b>Annual Audit Letter</b></p> <p>Target issue date October 2016.</p>	
<b>GRANTS CERTIFICATION</b>				
Grants and returns	To audit and submit grant claims and returns by the relevant deadlines.	Work in progress.	All <b>grants claims and returns</b> to be audited in line with the agreed timetable and deadlines. First Venturer claim has been certified. Claim for Major Transport Scheme certified by the deadline of 31 May 2016.	
Grants Report	Summary of our certification work completed on 31 March 2016 claims, to be issued by December 2016	To be drafted after certification work concluded.	<b>Grants Report</b> to those charged with governance to be issued by December 2016.	

The matters raised in our report prepared in connection with the audit are those we believe should be brought to your attention. They do not purport to be a complete record of all matters arising. This report is prepared solely for the use of the organisation and may not be quoted nor copied without our prior written consent. No responsibility to any third party is accepted.

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# Audit Committee

22<sup>nd</sup> July 2016

**Report of:** Chief Internal Auditor

**Title:** Internal Audit Annual Report 2015/16

**Ward:** Citywide

**Officer Presenting Report:** Alison Mullis/Melanie Henchy-McCarthy – Chief Internal Auditor – Job-share.

**Contact Telephone Number:** 01179222448/0117922063

## Recommendation

The Committee note and comment on the Internal Audit Annual Report for 2015/16. The report was presented to the Cabinet Member for Finance, Governance and Performance on 18<sup>th</sup> July 2016.

## Summary

The report provides details of the work completed by Internal Audit during 2015/16 and the Chief Internal Auditors opinion on the control, risk and governance environment. Areas of significant risk exposure are identified in the report together with details of Internal Audit Team Performance.

### The significant issues in the report are:

- The Chief Internal Auditors opinion on the control, risk and governance environment (Section 2 of the report)
- The work completed by the Internal Audit Team from which that opinion is derived (Section 3 and Appendix A to the report)
- Areas of risk exposure identified by the Audit Team (Section 3)
- The Audit Teams Performance and compliance with their professional standards (Section 5 and Appendix C to the report)

## Recommendation

The Committee note and comment on the Internal Audit Annual Report for 2015/16.



**Policy**

1. Audit Committee Terms of Reference.

**Consultation**

2. **Internal**  
Not Applicable.
3. **External**  
Not Applicable.

**Context**

4. Public Sector Internal Audit Standards (PSIAS) require that a report on the work of Internal Audit should be prepared and submitted to Members annually. Accordingly, the Internal Audit Annual Report is prepared and submitted to both the Executive and the Audit Committee. Additionally, in year update reports have periodically been provided to the Committee and the Executive detailing key issues arising throughout the year. The report being submitted at this time is the Annual Report of Internal Audit activities during the financial year 2015/16.
5. The PSIAS detail the following requirements in respect of annual reporting: “The Head of Internal Audit must provide an annual report to the organisation timed to support the Annual Governance Statement. This must include:
  - An annual opinion on the overall adequacy and effectiveness of the organisations governance, risk and control framework;
  - A summary of audit work from which the opinion is derived;
  - A statement on conformance with the PSIA and the result of the audit quality assurance and improvement programme;
  - Disclosure of any qualifications to the opinion, together with the reasons for the qualification;
  - Disclosure of any impairments (in fact or appearance) or restriction in scope;
  - A comparison of the work actually undertaken with the work that was planned and a summary of the performance of the internal audit function against its performance measures and targets;
  - Any issue the Head of Internal Audit judges particularly relevant to the preparation of the Annual Governance Statement.”
6. The issues detailed in the attached report have been considered by the City Council in the formulation of the draft AGS for 2015/16. The report has also been considered by the Strategic Leadership Team (SLT) who continue to support and monitor improvement actions required.
7. The Audit Committee’s Terms of Reference include ensuring that Internal Audit is effective. Section 5 of the Annual Report sets out performance information to enable the Committee to continually assess and consider the effectiveness of internal audit.

## Proposal

8. The Audit Committee receive and note this report as a source of assurance regarding the risk, control and governance environment across the Council. The Committee may wish to consider the issues identified in section 3 of the report as potential areas relevant to their annual work programme.

## Other Options Considered

9. Not applicable

## Risk Assessment

10. The work of Internal Audit minimises the risk of failures in the Council’s internal control, risk management and governance arrangements, reduces fraud and other losses and increases the potential for prevention and detection of such issues. Areas of significant risk are detailed in the report.

## Public Sector Equality Duties

- 11a) 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.

- 11b) No equality impact assessment is necessary for this report. The matters concern internal control, governance and risk management processes only.

**Legal and Resource Implications**

**Legal**

**No advice sought.**

**(Legal advice provided by N/A)**

**Financial**

**(a) Revenue**

None arising from this report.

**(b) Capital**

None arising from this report

**(Financial advice provided by N/A)**

**Land**

Not Applicable

**Personnel**

Not Applicable

**(Personnel advice provided by N/A)**

**Appendices:**

Appendix 1- Internal Audit Annual Report 2015/16

**LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985**

**Background Papers:**

- Various Audit Files
- Public Sector Internal Audit Standards 2013 and Local Government Application Note



# BRISTOL INTERNAL AUDIT

Information Classification: Level 1 Due care

## INTERNAL AUDIT: ANNUAL REPORT 2015/16

Date: June 2016

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## 1. Purpose of this Annual Report

1.1 This Annual Report provides a summary of the work completed by Internal Audit (IA) during 2015/16. Its purpose is to:

- ❖ Provide the Chief Internal Auditors' (CIA) annual opinion on the overall adequacy and effectiveness of the Council's governance, risk management and control framework during 2015/16 to support the preparation of the Annual Governance Statement.
- ❖ Provide a summary of the work completed from which the opinion is derived
- ❖ Draw attention to areas of significant risk exposure which need corrective action to improve the control framework
- ❖ Consider activity, performance and effectiveness of the Internal Audit service

## 2. Chief Internal Auditor's Opinion:

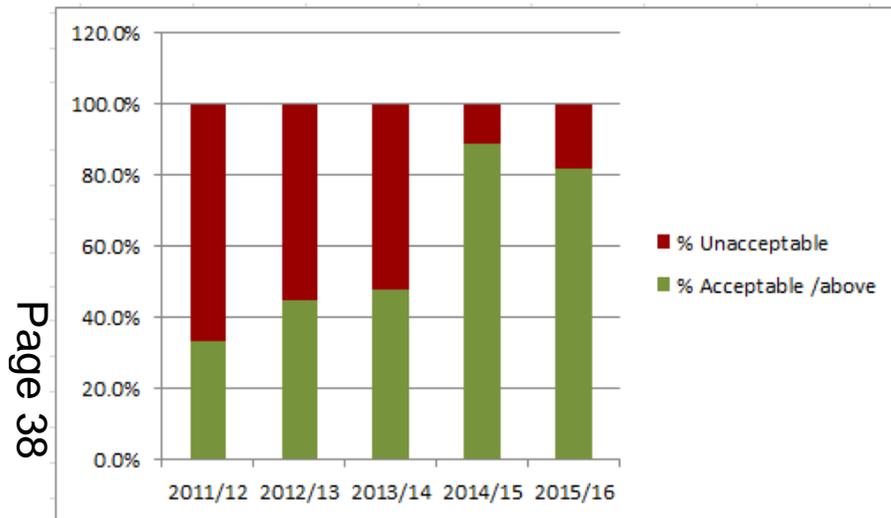
- 2.1 Based upon the work completed by the Internal Audit Team during 2015/16, we can provide reasonable assurance that the overall adequacy and effectiveness of internal control, risk and governance framework during the period 1<sup>st</sup> April 2015 to 31<sup>st</sup> March 2016 was acceptable with an overall amber level of risk to the Council on the corporate risk matrix:

Likelihood	6	Almost Certain	6	12	18	24
	5	Likely	5	10	15	20
	4	Probable	4	8	12	16
	3	Possible	3	6	9	12
	2	Unlikely	2	4	6	8
	1	Almost Impossible	1	2	3	4
			Marginal 1	Significant 2	Critical 3	Catastrophic 4
			Impact			

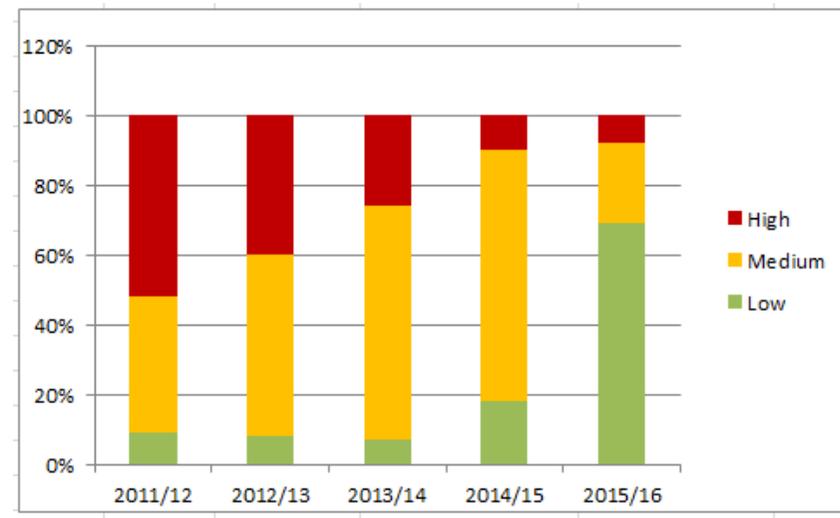
- 2.2 Our opinion is based on evidenced assessment of the control framework in a number of areas in accordance with our annual plan as follows:

a) **Planned Assurance Work:** Appendix A to this report provides details of all the work completed by the team during 2015/16. From this, it can be seen that for 82% of the planned assurance reviews we completed, acceptable or better internal control was demonstrated at the conclusion of our review. 78% of non-school work examined demonstrated acceptable or better internal control arrangements, with 88% of schools examined demonstrating the same. Reviewing this figure for previous years, as detailed below, it can be seen that previous good progress has been maintained during the year. There is a slight decline in the number of reviews concluding acceptable or better controls. The graphs below demonstrate year on year results of the % of planned assurance reviews completed and the conclusions in respect of the control framework (Figure 1) and the % of high, medium and low residual risk. (Figure 2):

**Figure 1**



**Figure 2**



b) **Risk Management Arrangements:** Our role as facilitator of corporate risk arrangements leaves us well placed to comment on the overall risk management arrangements. At strategic level, the Council's policy on risk management has been in place throughout the year and the Strategic risk registers have been maintained and reviewed in line with the requirements of the policy. There is work to do to further embed and align risk management processes with corporate priorities, planning, budgeting and performance management but overall the risk management arrangements are felt to have been acceptable during this year.

c) **Governance Arrangements:** Of the fourteen items brought forward into the AGS action plan for 2015/16, nine of the matters arising have improved sufficiently for them to no longer be considered significant and as such have been removed from the Statement in relation to 2015/16. These are:

- Capital Projects
- Use of Consultants/Interims
- Council Policies & Procedures

- Performance Monitoring/Reporting
- Change Programme Governance
- Scrutiny Function
- Quality of Service/Complaints
- Schools Corporate Governance.

Of the residual items, four have shown positive improvement over the year, but still require further action and one has increased in risk as key actions remain outstanding. Additionally, two further significant matters arising have been identified for inclusion in the action plan. They are:

- Delivering Democracy
- Impact of Devolution on the Governance Framework

Based on the matters arising and the actions currently outstanding the overall level of risk for the governance framework within Bristol City Council is 'Amber'.

d) **Counter Fraud Arrangements:** The Council has good counter fraud arrangements in place with a proactive and robust approach in respect of its key fraud risks. External benchmarking demonstrates that the Council is highly proactive in seeking out and stopping fraud and some reviews of controls in place to prevent fraud have demonstrated that generally controls are implemented or being implemented to prevent fraud entering our systems where practical. Whistleblowing procedures are currently not fully robust but this area is being reviewed.

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2.3 We have seen an improvement in control and governance at the school establishments we have visited compared to previous years. During 2015/16 twenty schools and Nurseries/Children Centres were reviewed, two receive ratings of "Partial Control" due to issues around the control of debtors and budget management. However it is pleasing to report that for the two schools which received unacceptable audit opinions last year, revisits this year identified significant improvements in their control environments. The SFVS assessment is a self-assessment by schools of their financial arrangements that is approved by Governors. The majority of schools met this requirement with only one of the Council's school's failing to meet the requirement of submitting a signed SFVS assessment by the 31<sup>st</sup> May 2016.

2.4 Finally, as a cautionary note going forward into 2016/17, the need to identify further savings to balance the 2016/17 budget could result in an increased level of risk to the Council in terms of control, risk and governance issues. Additionally, the improvement in the control framework in recent years detailed in the graphs above is reflective of the strong and consistent leadership shown in this respect from the Strategic Leadership Team. Going into 2016/17 there are a number of significant organisational changes that will enhance the need for Internal Audit to work with management to ensure the profile of/attention to risk, control and governance matters continues; notably a change in Mayoral leadership, the departure of the City Director/Strategic Director Business Change as well as a number of interim management appointments that are in place. Interim appointments include the s151 Officer, the permanent staff member having left the Council midway through 2015/16.

### 3. Areas of Risk Exposure:

3.1 Whilst our overall opinion is 'acceptable', there were several areas identified, as detailed below, where this is not the case. These have been considered when compiling the Annual Governance Statement.

#### Financial Governance:

3.1.1 Many of the issues around the controls within the ABW finance system have been addressed. However we still feel that the system could be improved to increase its effectiveness and the efficiency of Council financial operations going forward. There should be a focus on making the best use of the automation tools available within the system and not all modules of the system are yet in place. The implementation of the HR/Payroll module is complex and the timetable for this is slipping, however we commend officers for taking the decision to slip this implementation rather than hurry through implementation of a system that is not yet fit for purpose.

3.1.2 Internal Audit work during 2015/16 on the following financial systems found controls to be acceptable.

- Agresso Business World - Budgetary Control
- Agresso Business World - Ordering & Payments
- Agresso Business World – Debtors (*due to positive direction of travel in improvements*)
- BACs System
- Duplicate Payments – Prevention & Identification
- VAT
- Treasury Management

3.1.3 There are however some areas of financial control for which audit work concluded controls were not acceptable:

- Bank Reconciliation - our work has indicated that the process is still not robust and is not sufficient to prevent or identify irregularities.
- Managerial Budgetary Control – Whilst the central systems and process for ensuring budgets are correct in the financial system were found to be sound, there were weaknesses identified in ensuring that budget managers were effectively using systems to ensure accurate forecasting and identifying of budgetary pressures.

3.1.4 Additionally, areas of financial governance which are worthy of a mention include:

- Financial Regulations – these remain out of date and have yet to be updated to reflect changing practices at the Council and rolled out. It is understood however that their review is now actively in progress and we understand the Committee will receive an update on this at its July meeting.

- The Council has again seen the departure of its Section 151 Officer during the year. (The Section 151 Officer is the officer responsible for the proper financial administration of the Council including ensuring there is a sound financial control and governance framework in place). Interim arrangements were in place to cover the role for the remainder of the year.
- The Finance Service Improvement Plan developed by the former s151 Officer has been incorporated into a wider Finance Service Improvement and Project Plan by the current s151 Officer. Again, we understand the Committee will receive an update on this at its July meeting.

### 3.2 Procurement Issues

3.2.1 Generally, the larger contracts we reviewed are in compliance with procurement regulations and are delivering to specification. However, we remain concerned that the system for allowing waivers to the Council's procurement regulations does not provide the robust challenge required, and that waivers are granted when the procurement should have gone to the open market. We identified the need for improvements in the evaluation process for tenders which are now being addressed and we also saw evidence of poor monitoring of contracts. Control and governance issues were identified where a contractor went into liquidation and significant delays caused to the project. Control issues identified were:

- Awarding the contract to a bidder which had been assessed as having a high risk of financial failure.
- The terms agreed by the Authority failed to protect the interests of the public leaving their deposits unsecured.
- The Council was late to take action to address regular breaches to performance of the contract.

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### 3.3 Partnership Working - Governance

3.3.1 This area has been previously identified for improvement in the Annual Governance Statement. Whilst the governance around strategic partnerships is felt to be good, there was a concern that governance in the smaller partnership arrangements was not robust. Whilst some work has been done corporately in this area, Internal Audit work has identified examples which demonstrate more work is required

3.3.2 Bristol is Open: a joint project with Bristol University. It aims to build a research network integrating optical, wireless, IoT and computing to provide a unique open and programmable experimental platform in the centre of Bristol. Our review of the governance around the project found that there was a lack of clear governance arrangements in place, which led to significant overspends due to:

- Budgets not being defined
- Poor collaboration with internal & external partners
- Failure to monitor legal framework contract

3.3.3 Bristol 2015: At the request of the Council we undertook three audits of Bristol 2015 through the year. Our work covered the period March 2015 to March 2016. In this period we found that there were good financial controls in place within the Company.

### 3.4 Business Continuity Planning (BCP)

- 3.4.1 We could only give limited assurance on the effectiveness of the Council's BCP arrangements and concluded that the management of BCP risk was not robust. The reasons that controls around this area have weakened is the impact of the recent restructure and the realignment of responsibilities, which the Council is currently addressing. We will revisit this area in September 2016 to assess the implementation of the report's recommendations.

## 4. Other Activity:

### Grant Certification

- 4.1 During 2015/16 we were required to review a number of grants across the Council, where the grant giving body required an internal audit certificate before releasing payment. Full details of all the grant claims we have certified are included in Appendix A. Whilst we have been able to certify the grant claims, we are concerned to see the boundaries of some grant conditions being pushed and on a number of occasions we have felt the need to qualify our certification of the grant. To our knowledge, this has not resulted in any of the grant funding being withheld but has highlighted the need for us to be involved at the stage the grant is awarded to ensure the recipient of the grant fully understands the grant conditions and the audit sign off requirements.

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### Risk Management and Annual Governance Review/Statement:

- 4.2 Internal Audit has lead the co-ordination and review of the Corporate Risk Register and worked with Directorates to help them develop their Directorate Risk Registers. The Committee received the Corporate Risk Register in September 2015 and January 2016 and a risk management Annual report at its meeting in April 2016. The Audit Committee also received each Directorate Risk Register for information (they are scrutinised by the relevant Directorate Scrutiny Commission) to enable them to monitor that registers are being maintained.
- 4.3 Additionally, Internal audit has lead the Annual Governance Statement review process on behalf of the Council. The Audit Committee is receiving a separate report regarding the findings of this review and issues of concern it identified, at this meeting.

## Fraud and Irregularity:

4.4 The Council acknowledges the fraud risks it faces and actively continues to seek out and investigate fraud in accordance with its Anti-fraud and Corruption Strategy and Policy and its legal duty to protect public funds. All aspects of tackling fraud have been considered during 2015/16 including:

- Responsive fraud work - dealing with allegations of fraud/whistleblowing
- Proactive fraud work, whereby we are actively searching for fraud by using analysis and data matching techniques
- Preventative work, where we are reviewing the fraud risks and how effectively they are managed
- Value for money work – where a potential opportunity for saving money is identified

## Benchmarking and Performance

4.5 We routinely evaluate the Council's counter fraud arrangements by completing annual bench-marking surveys and the European Institute for Combatting Corruption and Fraud have recently provided a briefing report, based on our survey submission showing how we compare with others in our region. The report (see Appendix B ) shows us as top in our region for detecting most types of fraud. Although, due to our size, higher levels of fraud within Bristol might be expected than other authorities in the South West region, it does still demonstrate the Council and team's effectiveness in pursuing fraud against the it. **Tables 1 & 2** show a summary of the responsive fraud work received or concluded over 2015/16 analysed by type and source. **Table 3** provides an analysis of referrals in terms of case type and referral source:

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<u>Table 1: Type of Financial Saving</u>	HB/CTR	Ltax exemption	Direct Payment	Duplicate Payments	Other	Total
Overpayment	877,796.45		4,253.13		6598.15	888,647.73
Prosecution Costs	74,407.02				2679.80	77,086.82
Confiscation Orders	11,933.33					11,933.33
Admin Penalties	7,732.27					7,732.27
Cancellation of annual exemption		7,468.09				7,468.09
Recoverable payment				19,092.00		19,092.00
Right to Buy discounts stopped					383,270.00	383,270.00
<b>Total Payments recovered or recoverable</b>	<b>971,869.07</b>	<b>7,468.09</b>	<b>4,253.13</b>	<b>19,092.00</b>	<b>392,547.95</b>	<b>1,395,230.24</b>
<b>Weekly incorrect benefit (WIB) (benefit stopped)</b>	<b>3,174.50</b>					<b>3,174.50</b>

## Table 2: Source of Financial Saving

	HB/CTR	Ltax exemption	Direct Payment	Duplicate Payments	Other	Total
Benefits Case work	821,708.83					821,708.83
NFI	150,160.24			19,092.00	6,598.15	175,850.39
Tenancy Fraud Work					385,949.80	385,949.80
Other Proactive Fraud Work						0.00
Responsive work		7,468.09	4,253.13			11,721.22
	971,869.07	7,468.09	4,253.13	19,092.00	392,547.95	1,395,230.24

**Note:** Although Benefit fraud is now investigated by the DWP, the council, in agreement with them, have brought to a conclusion several prosecution cases that were already underway before 1<sup>st</sup> April 15. In addition the team provide a point of contact for the DWP to obtain information on cases they are investigating and have dealt with 360 enquiries from the DWP. For this reason we have recorded the outcome of for benefit cases in which we have had involvement in the figures above. The extent of our involvement will however vary from case to case.

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Table 3: Analysis Referrals

Fraud Type	No of Cases
Tenancy Fraud	216
Procurement	3
Cash	1
Cheque/Credit Card	3
Insurance	1
Local Taxation	3
Assets	4
Benefits (non-housing)	13
Irregularity	5
<b>TOTAL</b>	<b>249</b>

Referral Source	No of Cases
Internal Whistle-blower	2
External Referral	108
Employee, Manager or control process	121
Police	1
Other (eg NFI, Other LA's etc.)	17
<b>TOTAL</b>	<b>249</b>
Investigation Status	No of Cases
Live cases*	193
Closed – property regain	47
Closed – application cancelled	13
Closed – prosecution	1
Closed – proven	2
Closed – referred on	20
Closed – No investigation	10

Closed – Report/Advice given	7
Closed – No action**	178
<b>TOTAL</b>	<b>471***</b>

NB: 1) *\*The live cases are as at May 2016*

2) *\*\* A more detailed breakdown of this figure will be available for 2016/17*

3) *\*\*\*The number of cases differs to the total number of referrals as some cases have been carried over from earlier years.*

4.6 In addition to the 249 referrals above, we received 13,091 matches from the National Fraud Initiative (a mandatory exercise which matches our data against other Local Authorities data and other data sets such as death and immigration records) and have taken a targeted and risk based approach to the investigation of these matches. The results from this work are included in the financial savings tables 1 & 2.

### **Responding to Key Fraud Risks:**

4.7 Direct Payments/Personal Budgets - We are working closely with Social Care to develop an approach to investigation of finance and care assessments as issues and irregularities in this area have been referred to Internal Audit in a number of cases.

4.8 Local Tax Single Persons Discount (SPD) review – Local Taxation Team have undertaken another successful review to identify persons wrongly receiving SPD. A total of 354 cases are also in receipt of Council Tax Reduction and their entitlement to this would also be affected by an additional adult living at the address. These cases are being investigated by the Audit Investigations team.

4.9 Tenancy Fraud - The focus remains on assisting in the recovery of properties with 47 being recovered in the period. In addition, criminal proceedings are considered for the most serious cases and this resulted in one case going to trial this year with the defendant pleading guilty. It is hoped that publicity around such prosecutions helps to reduce tenancy fraud by sending out a strong deterrent message to others. Proactive work to prevent fraudulent right-to-buy applications continues. 7 right-to-buy applications were either cancelled or withdrawn in the period, saving the Council a considerable sum in falsely claimed discounts. In most of these cases the tenancy was also recovered.

### **Working with other Enforcement Agencies:**

4.10 We continue to receive a high volume (438 requests) of requests for information from the police and other enforcement bodies and the introduction of an Intelligence Officer in July 2015, to deal with all requests for information has proved to be successful.

## 5. Internal Audit Service Performance and Effectiveness:

- 5.1 Overall, it has been a relatively settled year for the Internal Audit Service as our own staffing situation has settled down after restructure. We have been able to deliver more assurance work than in previous years and have worked continually with management to raise the profile of internal control, risk and governance matters. The service has been involved in advising on control and risk issues for many aspects of the Councils change programme hence responding to key changes across the Council. Additionally, our proactive work has again demonstrated the value that the service has provided over the last year.
- 5.2 The Team has completed a self-assessment of its compliance with the requirements of the Public Sector Internal Audit Standards (PSIASs) and CIPFA's Local Government Application Note (LGAN). The purpose of the self-assessment is firstly to provide assurance to the Audit Committee and management that the Internal Audit Service is compliant with the PSIAS and that consequently they can rely on the work of the Internal Audit Service, and secondly, to further enhance delivery of the internal audit function through the identification of opportunities for development. Overall, the self-assessment has concluded that the Internal Audit Service is compliant with the PSIAS requirements. Some exceptions to full compliance are detailed in the Appendix C together with how they will be addressed. An external assessment by Liverpool City Council during 2016/17 in line with the requirements to have an independent review of compliance with the standards every five years will validate this self-assessment.

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### Performance Against Targets

- 5.3 Performance targets have been identified and progress against these is continually monitored throughout the year to ensure good value for money is provided by the Audit Service. In a move to monitor output/outcome rather than input/process measurement, we have reduced our reportable performance targets to the following: For 2015/16 our year end performance was as follows:

<b>Value for Money Indicators</b>	<b>2015/16 Actual</b>	<b>2015/16 Target</b>	<b>2014/15 Actual</b>
<i>High/Medium recommendations Implemented or Escalated</i>	82%	90%	71%
<i>No. of Properties recovered by tenancy fraud work.</i>	47	45	40
<i>% of planned Statutory Assurance work completed/in progress/not required by auditee against plan</i>	90%	90%	88%
<i>% of QAQs with a score of 4 or more (Customer Satisfaction)</i>	85%	90%	95%

- 5.4 The Team has performed well in the following important areas:

- % of statutory audits completed or in progress at the year end was on target. This ensures we are well positioned to inform our opinion on the overall control, risk and governance environment.

5.5 There are some areas where we need to improve our efforts in 2016/17 and going forward:

- Implementation or escalation of recommendations was a little below target but continues to improve. Appendix A details the follow up reviews completed and the improvements in controls systems since our original work. This demonstrates the strength of support received from the Strategic Leadership Team and the Directorate Leadership Teams in ensuring control matters are taken seriously and agreed actions are implemented. For 2016/17 we will introduce a recommendations tracker to help management and ourselves ensure implementation of agreed recommendations.
- Our customer satisfaction ratings were a little below target. During 2016/17 we will review with customers how we can best capture their views on our service provision.

5.6 The following table also demonstrates that actual coverage in terms of work type was broadly in line with that planned, however throughout the year, the work programme was continually re-assessed to ensure coverage was correctly prioritised:

	% Planned	% Actual
Assurance	35	32
Fraud and Value for Money	46	51
Consultancy/Risk Management	10	10
Income Generating	2	2
Audit Service Development	7	5
Total	100	100

**Value for Money:**

5.7 The Audit Service continues to demonstrate a clear value to the Council in excess of its cost. As detailed above, potential savings or recoveries as a result of work we have completed/influenced equated to approximately £1.4m. In addition to this, our assurance work identifies areas where implementation of our recommendations will improve value for money for the service under review/Council. The value of this element of our work is difficult to measure.

## 6. Escalation Matters:

- 6.1 Internal Audit operate a follow up and escalation procedure which requires all high and medium rated recommendations made in areas where the level of risk is red or amber on the corporate risk matrix to be subject to follow up review within 6 months (if feasible) of the original audit. However, during 2015/16 we implemented an interim reporting process which gives management early insight into key problem areas for prompt resolution prior to the official conclusion of our audit work and formulation of our opinion. This not only ensures that easily fixed control issues that will significantly impact on our opinion are implemented promptly but also negates the need for later follow up work and focuses the audit reports to those areas where solutions require more thought.
- 6.2 The Strategic Leadership Team have continued to take a strong stance on the failure to implement both internal and external audit recommendations and this support has had a positive effect on the implementation of recommendations throughout the year. Internal Audit have an open invitation to present to SLT any matters which they feel are not being addresses appropriately and where they feel SLT can have an impact.

## 7. Resources:

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- 7.1 During 2014/15, internal audit reshaped its service to ensure it remained both cost effective and fit for purpose. For the greater part of 2015/16 the team was fully resourced to its new structure and resources were in line with planned. Again the team has benefited from a temporary resource from the Council's 'Intern Placement Scheme'. The Intern member of staff has worked successfully with the team since January 2016 and remains with us into 2016/17 for the first quarter. He has benefited from working as part of a large and diverse organisation and he has been able to successfully deliver a number of audits during his time with us. This has contributed to the mitigation of the effect of an unplanned move of office which saw some considerable time used to clear our previous office building and storage and some long term sickness the team suffered last year. Additionally, we retain an apprentice to train as an auditor following the success of our previous apprentice and his progression to permanent employment within the team.
- 7.2 During 2016/17, we have developed our audit plan based on our new structure being fully resourced. This includes allowing for covering one member of staff from the Tenancy fraud team who will take maternity leave during the year.

## 8. Looking Forward:

- 8.1 The Internal Audit Service looks forward to the many challenges facing its own service and across the Council during 2016/17. Specifically, we will target the following developmental areas during the year:
- ❖ Researching the scope for selling some of our more specialist services to help the team's financial resilience to budget cuts going forward.
  - ❖ Relocation back to City Hall to maximise our use of office space and technology available to the team. This will also bring benefits of working in the same location of a significant number of our customers.
  - ❖ Development of audit process and technique to maximise assurances we are able to provide in the most efficient way including greater use of technology as and when it becomes available in line with the corporate agile and new ways of working. Additionally, we intend to look into assurance mapping around corporate risks and core governance processes.
  - ❖ Developing risk management processes to ensure they are fully aligned to key corporate processes for achieving mayoral and other priorities including planning, budgeting and performance management.
  - ❖ Researching our role in providing assurances with regard to the Council wholly owned companies
  - ❖ Ensuring we understand the impacts on the control, governance and risk management framework resulting from budget reductions across the Council
  - ❖ Keeping a watching brief on the devolution agenda and how it will impact on the Councils governance and risk arrangements and how joint assurances can be achieved
  - ❖ Working with the Audit Committee and management to ensure that external audit arrangements are secured for the audit of the Council's 2017/18 accounts.
  - ❖ Implementing our own service improvements to ensure we can demonstrate full compliance with the PSIAS.
  - ❖ Working with management to find ways to provide greater insight into the Council's risks and how they are managed.
  - ❖ Continue to develop good working relationships with the Council's new External auditors – BDO Ltd – to ensure audit assurance is maximised.

## 9. Context and Compliance:

9.1 Internal auditing is an independent, objective assurance and consulting activity designed to add value and improve an organisation's operations. It helps an organisation accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, internal control and governance processes. (Source: Public Sector Internal Audit Standards and Local Government Application Note: Chartered Institute of Public Finance and Accountancy in collaboration with the Chartered Institute of Internal Auditors).

9.2 Internal Audit is a statutory requirement for local authorities. There are two key pieces of relevant legislation:

- Section 151 of the Local Government Act 1972 requires every local authority make arrangements for the proper administration of its financial affairs and to ensure that one of the officers has responsibility for the administration of those affairs
- The Accounts and Audit Regulations 2015 (England) states that "A relevant authority must undertake an effective internal audit to evaluate the effectiveness of its risk management, control and governance processes, taking into account public sector internal auditing standards or guidance"

9.3 Internal Audit independence is achieved by reporting lines which allow for unrestricted access to the Elected Mayor, City Director, Strategic Leadership Team and Chair of the Audit Committee. There is one area where we have operational responsibility – Risk Management. An external review of the Council's risk management arrangements is planned for 2016/17 to ensure an independent review in this area is achieved. Whilst there has been no limitation to the scope of Internal Audit work during 2015/16, issues around independence have been identified as part of our self-assessment against the PSIAS as detailed in Appendix C.

## Summary of Internal Audit Work 2015/16

### PLANNED ASSURANCE WORK COMPLETED

Directorate	Subject	Status	Level of Assurance	Residual Risk	Comments
CORP	Business Continuity Planning/Disaster Recovery	Complete	Partial	Red	Ineffective Business Continuity arrangements and failure to align planning with corporate objectives.
PL	Warm Up Bristol (Contract Letting & Monitoring)	Complete	Partial	Red	Lessons to be learned with regard to commissioning external contractors.
CORP	Procurement Waivers - review of waivers granted	Complete	Partial	Amber	Extensive use of Waivers, failure to follow Procurement Regulations.
CORP	Bristol Is Open (Partnership Governance)	Complete	Partial	Amber	Poor partnership governance.
PE	Liquid Logic (Childcare System)	Complete	Partial	Amber	Significant weaknesses in control over external users of the system.
CORP	Annual Governance Review and Statement	Complete for Year	N/A	Amber	There remain a number of outstanding actions in place to mitigate matters arising.
BC	BACS System	Complete	Acceptable	Amber	Issues regarding ownership of systems and disaster recovery. Level of risk due to the critical nature of the system.
CD	Green Capital - allocation of arts grants	Complete	N/A	Amber	Issues around the transparency of grant allocation process
CORP	Change Programme Financial Governance	Complete	Acceptable	Amber	Governance in place but level of risk due to value of expected savings
PE	Contracts – Monitoring of providers.	Complete	Acceptable	Amber	Level of risk due to value of procurement undertaken by the Council.
PE	Chester Park Junior	Complete	Acceptable	Green	
PE	Claremont - Special School	Complete	Acceptable	Green	
CD	Bristol 2015 - 1st Audit	Complete	Acceptable	Green	
CD	Bristol 2015 - 2nd Audit	Complete	Good	Green	
CD	Bristol 2015 - 3rd Audit	Complete	Good	Green	
PE	GC - Direct Payment Review	Complete	Acceptable	Green	
CORP	Transparency - Code Compliance	Complete	Acceptable	Green	
NH	Public Health - Alcohol and Drug Treatment Services	Complete	Acceptable	Green	
PE	East Bristol Intermediate Care Centre (incl procurement card usage)	Complete	Acceptable	Green	
PE	Review of Traded Service Function (schools)	Complete	Acceptable	Green	
PE	Bishop Road Primary	Complete	Acceptable	Green	
PE	Glenfrome Primary	Complete	Acceptable	Green	
PE	Badocks Wood Primary	Complete	Acceptable	Green	
PE	St Bonaventures Primary	Complete	Acceptable	Green	
PE	Knowle DGE Special	Complete	Acceptable	Green	

PE	Ashton Park Secondary	Complete	Acceptable	Green	
PL	Facilities Management - Markets Operations	Complete	Acceptable	Green	
PE	SFVS Returns due by 31 March 15 - Q3 and Q4 work	Complete	Acceptable	Green	
PE	Filton Ave Nursery & Children's Centre	Complete	Acceptable	Green	
PL	Better Bus Area Fund 2	Complete	Good	Green	
BC	ABW – Budgetary Control	Complete	Good	Green	
BC	Duplicate Payments - Effectiveness of Fiscal Solutions	Complete	Good	Green	
BC	Treasury Management	Complete	Good	Green	
PE	St Bernards Primary	Complete	Good	Green	
PE	Ashton Vale Primary	Complete	Good	Green	
PE	Elmlea Infant	Complete	Good	Green	
PE	Fair Furlong Primary	Complete	Good	Green	
PL	Harbour Management	Complete	Good	Green	
PE	Sefton Park Infant & Junior School	Complete	Good	Green	
BC	Registrars Finance Review	Complete	Partial	Green	
PE	Compass Point - South Street Childrens Centre	Complete	Partial	Green	
BC	Mobile device security	Interim	Interim	Interim	
PE	New Fosseyway Special	Interim	Interim	Interim	

**Planned Grant Certification Completed**

Directorate	Subject	Status	Level of Assurance	Residual Risk	Comments
BC	Bath/Bristol Investment Funding April 12 - March 15 City Deal	Complete	Acceptable	Green	
CD	Carbon Efficiency Grant 14-15	Complete	Acceptable	Green	
CORP	Urbact Grant	Complete	Acceptable	Green	
PE	Troubled Families Initiative Grant Certification Process – Complex criteria, January Certification	Complete	Acceptable	Green	
PE	Troubled Families Initiative Grant Certification Process – Complex criteria, June Certification	Complete	Acceptable	Green	
PL	Cycle City	Complete	Acceptable	Green	
PL	LSTF West	Complete	Acceptable	Green	
PL	LSTF Key Component	Complete	Acceptable	Green	
PL	Better Bus Area Fund 2	Complete	Acceptable	Green	
PE	Disabled Facilities Grant	Complete	Acceptable	Green	
PE	Troubled Families Initiative Grant Certification Process – Complex criteria, Sept Certification process	Complete	Acceptable	Green	
PE	Bristol Early Years Grant component	Complete	Acceptable	Green	
NH	Scambuster Grant Audit	Complete	Acceptable	Green	

**PLANNED FOLLOW-UP AUDIT WORK COMPLETED**

Directorate	Subject	Status	Original Level of Risk	Residual Risk	Comments
BC	Housing Rents - Follow up	Complete	Interim	Amber	Issues around former debt of current tenants not effectively collected
PE	Ilminster Avenue Specialist Nursery & Childrens Centre follow up	Complete	Amber	Green	
BC	ABW – Ordering and Payments	Complete	Interim	Green	
BC	ABW - Bank Reconciliation & Income Manager	Complete	Interim	Red	Despite two follow-up reviews there remain issues with reconciliations.
BC	ABW – Debtors	Complete	Interim	Amber	Controls are acceptable, but there remain areas where further works is required.
BC	Scan Coin Issues	Complete	Amber	Green	

**PLANNED ASSURANCE WORK IN PROGRESS AT YEAR-END**

Directorate	Subject	Status	Comments
CORP	Procurement Processes - Efficiency Review(Cohort 4)	In progress	
BC	Housing Benefits	In progress	
BC	Value Added Tax	In progress	Draft report - acceptable control
BC	Procurement - Review of a sample of tenders	In progress	
CORP	Corporate Panel Effectiveness ( Pay and non pay)	In progress	
CORP	Staff Declarations of Interest (tier 4 and below)	In progress	
CORP	Schemes of Delegation	In progress	
CORP	Contracts where payments made in advance	In progress	
CORP	Recruitment & Selection (inc Disclosure and Barring Service Checks)	In progress	
NH	Housing Management IT System	In progress	
NH	Sports Centres contract	In progress	
PE	Safeguarding (Adults)	In progress	
PE	Budgetary Control - People Directorate	In progress	
PE	Bristol Community Links 3 Hubs	In progress	
PE	Ashley Down Federated School	In progress	
PE	Broomhill Infant	In progress	
PE	Badocks Wood CC	In progress	
PE	Knowle EYC & Children's Centre	In progress	
PE	St Pauls Nursery and Childrens Centre - follow up	In progress	
PE	School Fund Audit Certificate - Monitoring and chasing the return of Audit Certificates.	In progress	

PE	Better Care Funding Stream - Integrated Re-ablement and Mental Health	In progress	
PE	SEN Spending - Non DSG	In progress	
PL	Corporate Capital Programme Board	In progress	
PL	Scheme of Delegation - Place	In progress	
CORP	Docks Valuation - Process Review	In progress	
PE	Four Acres Primary School	In progress	

### **PRO-ACTIVE FRAUD/VFM AGENDA**

Subject	Status	Residual Risk	Comments
Direct Payment - Fraud Control Review	Complete	Amber	Partial control - key issue around review of care needs and ongoing requirement for direct payments.
Continuous Data Matching - Research Citizen Index	Complete	N/A	
Council Tax Reduction - Case work	Complete	N/A	
Benefit Fraud - info exchange, monitoring outcomes.	Complete	N/A	
Council Tax Reduction - Development of Counter Fraud response	Complete	N/A	
NFI - Main download 2015	Complete	N/A	
ID Validation project	Complete	N/A	
Fraud and warning bulletins	Complete	N/A	
ELT Fraud awareness session	Complete	N/A	
Fraud Cause and Prevention Review	Complete	N/A	
Fraud Policy Review	Complete	N/A	
Investigation Protocol Review	Complete	N/A	
National Fraud Benchmarking Questionnaire - CIPFA	Complete	Green	
Transparency Code	Complete	N/A	
Fraud Update Report	Complete	N/A	
Selling Tenancy Fraud Service- Research	Complete	N/A	
Tenancy Fraud Initiative	Complete	N/A	
Housing Register NFI exercise	Complete	N/A	
Tenancy Fraud awareness training new Estates staff	Complete	N/A	
No Recourse to Public Funds - Fraud Control Review	Complete	Amber	Acceptable controls are in place but risk level due to inherent fraud risks which cannot reasonably be mitigated.
Parking income analysis	Complete	Green	
Blue badge/concessionary fares, Parking Zone - Fraud Control Review	Complete	Amber	Risk level mainly due to inherent risks in this area rather than control issues.
Caretaker Tenants	In progress		
NNDR Fraud Control Review	In Progress		
Money Laundering Review	In Progress		
Fiscal Fraud Module	In Progress		

Purchase and Credit Card usage review	In Progress		
NFI Output Review	In Progress		
Fraud Risk Register Review	In Progress		
Fraud web pages review	In Progress		
Whistleblowing compliance with best practice including confidence survey	In Progress		
Schools Fraud Healthcheck	In Progress		
Fraud Awareness Training - Schools	In Progress		
Homelessness review + testing	In Progress		
Approach to debt recovery in care services (foster care, meals service)	In progress		

**CONSULTANCY/ADVICE WORK COMPLETED/IN PROGRESS AT YEAR END**

Subject	Status
HR - New IT System	Complete
Information Assurance Board Attendance	Complete
Audit Committee Support and Development	Complete
Corporate Risk Register Reviews	Complete
Risk Management Guidance (incl web)	Complete
Risk Management Policy Review	Complete
Risk Management Overview and Reporting	Complete
Risk Mangement Benchmarking/Best Practice	Complete
Energy Company - Audit and Advice	Complete
Financial Regulations Development	In Progress
External Audit Liaison	On going

**DEVELOPMENT PROGRAMME**

Subject	Status
Attendance at Networking Groups	Complete
Intranet Update and Maintenance	Complete
Service Benchmarking (Core Cities)	Complete
Audit Charter, Terms of Reference and Strategic Statement Update	Complete
Service Performance Monitoring/Development/Marketing	In Progress
Staff Training	Ongoing

## Appendix B - Protecting the English Public Purse Fraud Briefing 2015

# Bristol City Council

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## Purpose of Fraud Briefing

1. Provide an information source to support councillors in considering their council's fraud detection activities
2. Extend an opportunity for councillors to consider fraud detection performance, compared to similar local authorities
3. Give focus to discussing local and national fraud risks, reflect on local priorities and the proportionate responses needed
4. Be a catalyst for reviewing the council's current strategy, resources and capability for tackling fraud

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## About TEICCAF

*The European Institute for Combatting Corruption And Fraud*

Not for profit charity seeking to provide counter fraud and corruption strategic vision and thought leadership for public sector and charity organisations

Staffed by the former Audit Commission Counter Fraud Team

Continuation of expertise on the fraud risks facing councils

Continuation of the award winning '*Protecting the Public Purse*' reports

Working collaboratively with public sector bodies, charities and private companies across the UK, Europe and around the World

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## Understanding the bar charts

All data are drawn from council submissions for the TEICCAF annual fraud and corruption survey for 2014/15

Your council is compared with the other unitary authorities from the South West and South East taking part in the voluntary survey

*The survey submission rate for all council types in England was: 59.5%*

**Your council for detected cases is shown in Yellow**

**Your council for detected value is shown in Red**

All averages are 'mean' averages

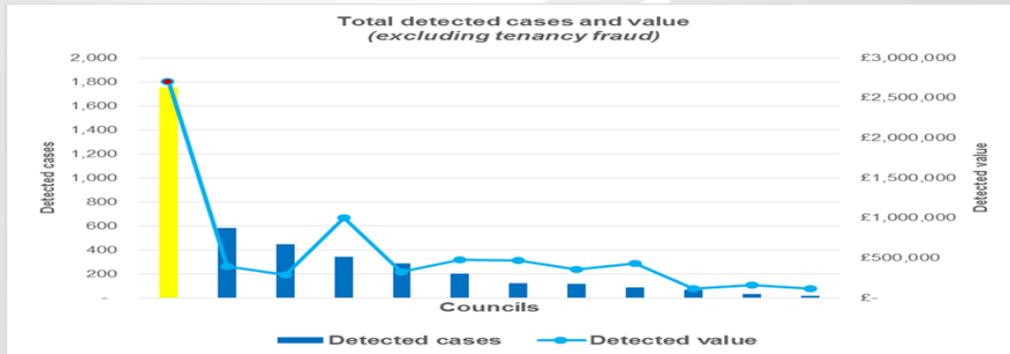
In some cases, councils report they have detected fraud and do not report the number of cases and/or the value - for the purposes of this fraud briefing these '*Not Recorded*' records are shown as Nil

*NB it is always best practice to ensure counter fraud activity is accurately and comprehensively recorded, particularly for assessing fraud risk*

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## Total detected cases and value (excluding Tenancy fraud)



**Your council - Total number of detected cases: 1,752. Total detected value: £2,703,363.**

**Comparator council average – Detected cases: 337. Detected value: £569,038.**

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## Housing benefit (HB) and council tax benefit (CTB)

The investigation of benefit fraud is transferring from councils to the Department for Work and Pensions Single Fraud Investigation Service (SFIS)

Some councils have already transferred their benefit fraud investigators to SFIS, the remaining councils should have done so by March 2016

This makes the comparison of HB/CTB of little value, as some council did not investigate HB/CTB in 2014/15, or others only a part of the year

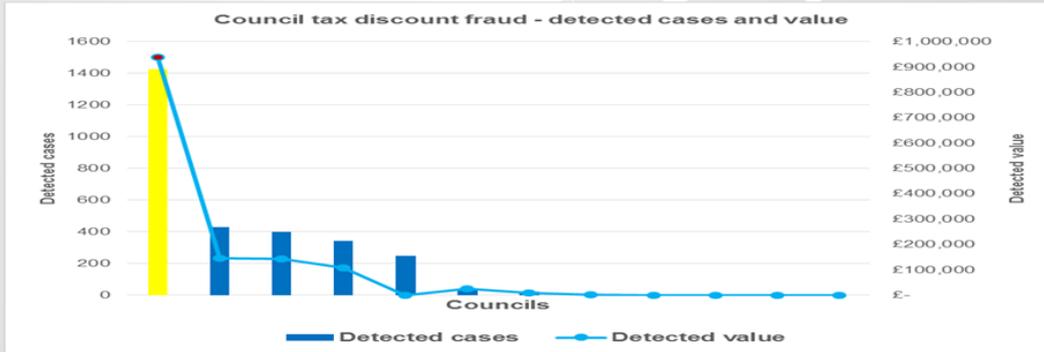
However, you may wish to ask:

- Does my council have enough counter fraud resource to tackle non-benefit fraud post SFIS?
- Does my council's counter fraud resource have the skill sets to tackle the wide and varied range of non-benefit frauds?
- Is there a partnership working arrangement available that helps provide a counter fraud resource and value for money?

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## Council tax discount fraud



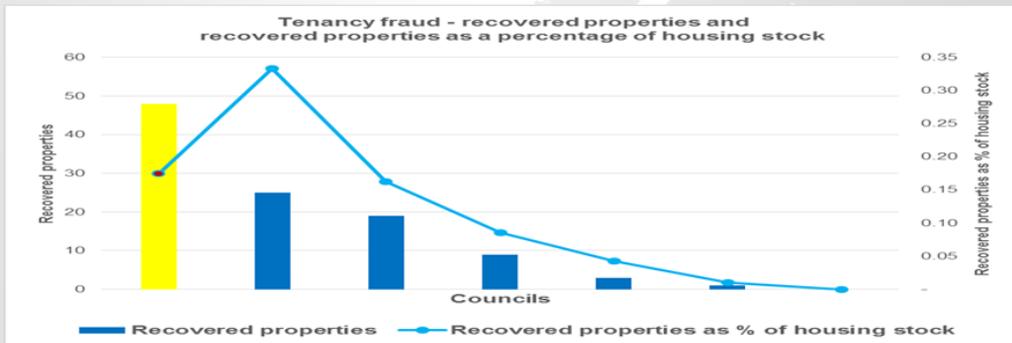
**Your council - Total number of detected cases: 1,425. Total detected value: £936,981.**

**Comparator council average – Detected cases: 242. Detected value: £114,075.**

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## Tenancy fraud (only councils with housing stock)



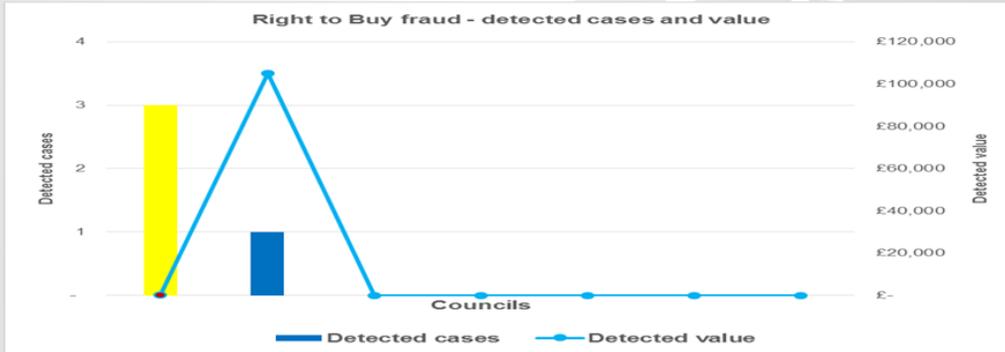
**Your council - Total number of recovered properties: 48**

**Comparator council average – Recovered properties: 15**

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## Right to Buy fraud



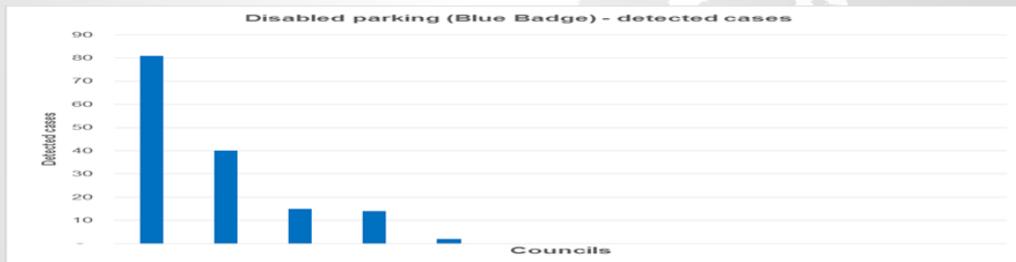
**Your council - Total number of detected cases: 3. Total detected value: nil.**

**Comparator council average – Detected cases: 1. Detected value: £15,000.**

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## Disabled parking (Blue Badge) fraud



**Your council - Total number of detected cases: nil.**

**Comparator council average – Detected cases: 13.**

*NB It is difficult to calculate the value of Blue Badge fraud. However, fraud causes social, as well as financial, harm – particularly the undermining of public confidence in public services*

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## Other frauds

### Procurement fraud

Your council - Total number of detected cases: nil.  
Comparator council average– Detected cases: 1. Detected value: £188.

### No recourse to public funds fraud

Your council - Total number of detected cases: nil.  
Comparator council average– Detected cases: nil. Detected value: nil.

### Social care fraud

Your council - Total number of detected cases: 1. Detected value: £4,253  
Comparator council average– Detected cases: 1. Detected value: £4,697

### Insurance fraud

Your council - Total number of detected cases: 1. Detected value: £0  
Comparator council average– Detected cases: 1. Detected value: £0.

### Economic and third sector fraud

Your council - Total number of detected cases: nil.  
Comparator council average– Detected cases: 1. Detected value: £1,300.

### Internal fraud

Your council - Total number of detected cases: 2. Total detected value: no value recorded.  
Comparator council average– Detected cases: 1. Detected value: £6,882.

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## Further information and support

The 'Protecting the English Public Purse 2015' (PEPP) report and the 'Protecting the London Public Purse 2015' (PLPP) report are available at [www.teiccaf.com](http://www.teiccaf.com)

These reports also contain a counter fraud checklist for councils to use – questions you may wish to ask:

- Are local priorities reflected in our approach to countering fraud?
- Have we considered counter-fraud partnership working?
- Are we satisfied that we will have access to comparative information and data to inform our counter-fraud decision making in the future?

If you have any questions concerning:

- this fraud briefing;
- TEICCAF; or
- how TEICCAF can support you in counter fraud, counter corruption and anti-money laundering?

Please contact Jo O'Shea (Secretary to the Board) [jos@teiccaf.com](mailto:jos@teiccaf.com)

TEICCAF, and our sponsor, 'INTEC for business', hope you found this fraud briefing useful and encourage your council to participate in the 2015/16 TEICCAF annual fraud and corruption survey

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**Compliance with Public Sector Internal Audit Standards  
Action plan to Address Issues Raised in Self-Assessment**

Area of Non Compliance with Standards of the Local Government Application Note (LGAN):	Further Action Plan
<p><b><u>Independence</u></b></p> <p>The PSIAS require Internal Audit to be independent and objective. Where internal audit has responsibility for other functions or operations then this potential impairment should be disclosed. The PSIAS (1130.A2) requires assurance engagements for functions over which the Internal Audit Service (IAS) has responsibility to be overseen by a party outside the IAS.</p> <p><b>Issue 1:</b> The IAS has responsibility for oversight of the Council's risk management function and the collation and presentation of the Annual Governance Statement (AGS). However, this responsibility is disclosed in the Internal Audit Charter and Annual Report. Regarding the AGS, the role relates to the collation of the statement and associated management assurances. The Chief Internal Auditor (CIA) has no line management responsibility for corporate governance functions. The CIA does line manage the risk management function.</p> <p><b>Issue 2:</b> The standards and LGAN consider that the CIA should not report administratively to or be managed at a lower organisational level than the corporate management team. However, the CIA is line managed by the Service Director – Finance, who is the s151 Officer but not an SLT member. Additionally, the Director of Finance is a key customer of the Audit service and this could lead to potential conflicts. The CIA has unrestricted access to the City Director and SLT. Additionally, the CIA has clear reporting arrangements to the Audit Committee and a good working relationship with them has been established. The Chief Internal Auditor does not consider that line management arrangements have resulted in any practical loss of independence during 2015/16.</p> <p><b>Issue 3:</b> The standards require that the City Director and Chair of the Audit Committee should be involved in the performance appraisal of the CIA. The latter requirement is included in the Audit Committee terms of reference but to date neither the City Director nor Audit Committee Chair has been directly involved in the appraisal of the CIA.</p>	<p>The CIA will commission an external party to undertake an assurance review of risk management. <b>Implementation Date: 2016/17</b></p> <p>The City Director and Audit Committee Chair will be asked to have direct input into the appraisal of the CIA. <b>Implementation Date: 2017/18</b></p> <p>The reporting arrangements for the CIA referred for consideration at the Statutory Officers' Group. <b>Implementation Date: 2016/17</b></p>
<p><b>Training Strategy</b></p> <p><b>Issue 4:</b> The PSIAS require the IAS to continually improve its proficiency and effectiveness and quality of service. The Internal Audit Charter refers to a training strategy being in place. In practice this has fallen into abeyance following re-organisation and staff change. Some skills gaps have been identified in computer audit and procurement audit. However, the Councils 'My performance' reviews also identify training and development needs for staff members individually.</p>	<p>The CIA will put in place a Training Strategy for 2016/17 and beyond. <b>Implementation Date: 30<sup>th</sup> September 2016</b></p>
<p><b>Notification of Fraud</b></p>	

Area of Non Compliance with Standards of the Local Government Application Note (LGAN):	Further Action Plan
<p><b>Issue 5:</b> The LGAN requires the arrangements that exist within the organisation's anti-fraud and anti-corruption policies, requiring the CIA to be notified of all suspected or detected fraud, corruption or impropriety, to inform his or her annual internal audit opinion and the risk-based plan to be detailed in the Audit Charter. The Internal Audit Charter refers to BCC's Anti-Fraud, Bribery and Corruption Policy and the need for the IAS to be notified of all suspected or detected fraud, corruption or impropriety. However, the wording of the Anti-Fraud, Bribery and Corruption Policy could make this clearer to managers and staff across the Council.</p>	<p>The CIA will amend the Anti-Fraud, Bribery and Corruption Policy to clarify the need for the IAS to be notified of all suspected or detected fraud, corruption or impropriety. <b>Implementation Date: January 2017</b></p>
<p><b>Auditor Objectivity</b></p> <p><b>Issue 6:</b> The LGAN refers to the possibility that long-term responsibility for the audit of a particular activity can lead to over-familiarity and complacency that could influence objectivity; hence audit responsibilities should be rotated from time to time within the internal audit team. The IAS does not have a formal policy on staff rotation. In practice reorganisation and staff change has meant there has been considerable turn around in staff.</p>	<p>The CIA will determine and implement a policy on audit rotation. <b>Implementation Date: December 2016.</b></p>
<p><b>Policies and Procedures</b></p> <p><b>Issue 7:</b> The PSIAS require the Chief Internal Auditor to establish policies and procedures to guide the internal audit activity. A number of policies and procedures are summarised in the Internal Audit Charter. There is no complete audit manual or automated audit management system in place, although the latter is being considered. The policies and procedures are in need of review to ensure completeness and continued relevance.</p> <p><b>Issue 8:</b> The LGAN requires all IAS work to be subject to an appropriate internal quality review process. The IAS uses standardised electronic working papers to ensure consistency of approach. A review of a sample of electronic audit files indicated some inconsistency in completion and retained documentation. A review of a sample of audit files indicated that while the work and reports had been subject to comprehensive manager review, some evidence of this was incomplete or missing from the electronic audit file.</p>	<p>The CIA will review policies and procedures to ensure completeness and continued relevance for 2016/17.</p> <p>A review of the internal audit electronic working papers is under way for use in 2016/17 to ensure that they effectively demonstrate compliance. Refresher training for the IAS will be provided to ensure consistency of completion and retention.</p> <p><b>Implementation by August 2016.</b></p>
<p><b>Assurance Mapping</b></p> <p><b>Issue 9:</b> The LGAN suggests that the mapping of assurances available over the operation existence and operation of the Council's governance systems and processes will be useful in informing the allocation of internal audit work and determining where other assurances may be obtained. Mapping of assurances over the Council's governance systems and processes commenced in 2015/16. This work will continue in 2016/17 having regard to changes in governance following the 2016 Council election and the issue of CIPFA/SOLACE guidance 'Delivering Good Governance in Local Government' which is extant for 2016/17.</p>	<p>The CIA will continue assurance mapping over Governance systems and processes in 2016/17. It is included in the 2016/17 plan.</p> <p><b>Implementation by March 2017.</b></p>

# Audit Committee

22<sup>nd</sup> July 2016



**Report of:** Chief Internal Auditor

**Title:** Annual Governance Statement – Action Plan update

**Ward:** City-Wide

**Officer Presenting Report:** Melanie Henchy-McCarthy – Chief Internal Auditor (J/S)

**Contact Telephone Number:** 0117 92 22063

**Recommendation:**

The Committee is recommended to comment on the attached Annual Governance Statement Action Plan update.

This update was presented to the Cabinet Member for Finance, Governance & Performance on 18<sup>th</sup> July 2016.

**Summary**

Please see paragraph below for a summary of changes to the Action Plan.



**The significant issues in the report are:**

Of the nine items within the Action Plan, one is recommended for removal, four while having progressed, have not progressed enough to reduce the level of governance risk, one has an increasing level of risk, and three are new matters arising identified in the latter end of 2015/16.

**Policy**

1. Publication of an Annual Governance Statement is a requirement of the Accounts and Audit Regulations 2015. Additionally, the Council's Risk Management Policy Statement requires the Audit Committee to review the Annual Governance Statement to ensure it accurately reflects the internal control, risk management and governance arrangements in place.

**Consultation**

2. **Internal**  
Strategic Leadership Team (SLT), Section 151 Officer, Audit Committee, other relevant officers (Monitoring Officer, Chief Internal Auditor).

3. **External**  
*Not applicable*

**4. Context**

- 4.1 The City Council is required to prepare an Annual Governance Statement to accompany its published financial statements. As part of that process significant governance issues are identified for action and resolution, as appropriate. An Annual Governance Statement Action Plan is maintained to monitor those issues and the actions put in place to resolve them.

The Action Plan is a living document which rolls on from year to year, with the Committee receiving regular updates. As many of the current actions within the Action Plan are the same or similar to the mitigations in the Corporate Risk Register (CRR), the Action Plan is presented at the same time as the CRR, where possible.

**4.2 Summary of Progress:**

- **Items no longer considered a significant governance issue:**
  - Delivering Democracy (6) – the multiply elections which the Council had responsibility for have now been successfully delivered.
- **Items where the level of risk is increasing:**
  - **Financial Governance (1)** – slippage against a number of key projects/plans.

Heavy reliance on interim staff.

- **Items where the level of risk has not changed:**
  - **Partnership Governance (2)** – Work in this area has continued however there remains a body of work to ensure the revised approach to partnerships is embedded and lessons are learned from past issues arising.
  - **Commercial Contract Management (3)** – work is ongoing to ensure the service is robust going forward.
  - **Organisational Knowledge/Capacity (4)** – key vacancies at both Statutory and senior officer level remain.
  - **Traded Companies (5)** – Key assurance arrangements remain outstanding.
  
- **New emerging issues:**
  - **Devolution (7)** – Impact of the devolution agenda on the Council’s governance framework.
  - **MetroBus Project (8)** – issues raised by Audit Committee with regard to project governance.
  - **Control of Council Assets (9)** – Public concern with regards to disposal of Council assets.

## Proposal

5. The Committee is recommended to comment on the attached Annual Governance Statement Action Plan Update. This is the first update of 2016/17; there will be a further update in September 2016 in preparation for the Annual Governance Statement 2015/16 sign-off by the Committee. The Action Plan is a dynamic document which is updated as and when changes occur, therefore there will be further updates provided to the Committee throughout the municipal year.

## Other Options Considered

6. *Not applicable*

## Risk Assessment

7. The need to maintain a robust Risk, Governance and Control environment is pivotal to the effective operations of the Council’s functions, a statutory requirement of the Accounts & Audit Regulations 2015 and an implied requirement of the External Auditor.

Failure to maintain and where required improve this environment will not only impact on the proper practices of the Council, but will also be in breach of the Accounts & Audit Regulations 2015 and may attract an adverse opinion from the External Auditor.

**Public Sector Equality Duties**

- 8a) 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.
- 8b) No equalities Impact Assessment necessary for this report as matters concerning internal control, risk and governance only.

**Legal and Resource Implications**

**Legal**  
Not Applicable

**Financial**  
**(a) Revenue**  
Not applicable

**(b) Capital**  
**Not applicable**

**Land**  
**Not applicable**  
**Personnel**  
Not applicable

**Appendices:**

**Appendix A – Annual Governance Statement 2015/16 Updated Action Plan.**

**LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985**

**Background Papers:**

None.

Each issue has been RAG rated both from an inherent risk and a residual risk prospective; CRR is the cross reference to the Corporate Risk Register, the key to the rating is as follows:

**Red** - Significant issue immediate action required to resolve  
**Amber** - Remedial action has progressed well, but has not yet fully resolved the issue or the impact/benefits of actions have not yet been fully realised.  
**Green** - Issue resolved, no longer considered a significant governance item  
**Key:** Risk is increased      Risk remains the same      Risk is decreased

Item No	Governance issue, Responsible Officer (RO) and Status	Issues in 2015/16 and carried forward	Actions for 2016/17	Target Dates	Responsible Officer
1	<b>Financial Governance: RO: Service Director - Finance (s151 Officer)/City Director</b>				
(CRR 6)	The Council employs a Service Director: Finance to serve as s151 Officer, lead on financial planning and oversee delivery of a balanced budget. The finance team supports the s151 officer. The number of interim managers in finance and turnover in s 151 officer has been an issue for the Council for several years.	An Interim Service Director: Finance/s151 Officer and interim team have been in place since January 2016 to strengthen the finance service team. A Finance Service Improvement/Project Plan has been put in place to ensure the work of the finance team is focussed and directed. Progress against this plan is monitored by Finance Management Team (FMT) and reported to Audit Committee. The Council faces a significant budget reduction in 2016/17 and the election of a new Mayor means that new corporate plans and budgets need to be in place to deliver the new Mayor's Vision.	Complete Finance Restructure to fill all interim posts.	30 September 2016	Service Director: Finance/City Director (for S151 Officer Role)
	<b>Current Rag Rating: Amber</b>		The Mid Term Financial Strategy 2017/18-2019/20 to be fully updated to take account of latest Spending Reviews and revised Mayoral Vision, including identification of a revised baseline and future years detailed saving plans.	Ongoing to 28 February 2017	Service Director: Finance/City Director
	<b>Previous Rag Rating: Amber</b>		Implement upgrade of main financial system to incorporate HR and Payroll functions.	30 September 2016	Service Director: Finance/ Service Director: HR
	<b>Direction of Travel: Issue increasing in severity due to ongoing reliance on interim staff and issues relating to HR-Payroll implementation.</b>		Complete review of Council's financial regulations and issue.	31 October 2016	Service Director: Finance
			Complete implementation of Finance Improvement Programme/Project.	30 September 2016	Service Director: Finance
2	<b>Partnership Governance: RO: Service Director: Policy, Strategy and Communications</b>				
(CRR 3)	The Council operates in formal and informal partnership with many organisations to both plan and deliver services. Governance outside of strategic partnerships may not be robust which may result in the Council not achieving maximum benefits through partnership working.	The Council has mapped the partnerships it is currently involved with and developed an effective accountability framework for wider partnership working to clarify what each partner is expected to contribute and what the desired outcomes are. The Council is looking to extend its partnership working in 2016/17 as a means of developing alternative forms of delivery and developing community resilience. A Social Value Policy and Partnership Toolkit has been developed with close involvement of voluntary and business sector representatives. This is available online and now being implemented. A multi-sector advisory group is helping to monitor progress.	The mapping provides the opportunity to review the Council's membership of all partnerships; to ensure that resources are focused effectively and that there is a decision making route into the City Partnerships. This approach will also need to be extended to Joint Ventures. This work is complete and resources are being realigned as part of a wider restructuring.	30 September 2016	Service Director: Policy, Strategy and Communications
	<b>Current Rag Rating: Amber</b>		The Social Value Policy and Partnership Toolkit is now being implemented. A new and broader multi-sector advisory group has been established to inform and help monitor implementation. Work to identify measures that capture both financial and social value is underway and continuing making use of the Wellworth Tool.	30 September 2016	Service Director: Strategic Commissioning/ Service Manager: Strategic Planning and Development
	<b>Previous Rag Rating: Amber</b>		A process for staff to follow before the Council can be committed to a new partnership is being drawn up. Proposal are in hand to use Nimbus and Al Fresco to enable and a timeframe for action will be established by August 2016.	31 August 2016	Service Director: Policy, Strategy and Communications
	<b>Direction of Travel: Neutral</b> - while work in this areas has continued, there remains a body of work to ensure the revised approach to partnerships is embedded and lessons are learned from recent matters arising.		Lessons to be learned from recent failure to set up a robust partnership arrangement.	Ongoing	Service Director: Policy, Strategy and Communications
	<b>Commercial Contract Management : RO: Service Director: Commissioning</b>				
(CRR 8)	The Council commissions a large number of commercial contracts for goods and services. Inconsistent contract commissioning, management and monitoring mean that the Council has failed to achieve value for money and is unlikely to achieve it going forward.	There has been ongoing concern over inconsistency and a failure to use central services and processes to strengthen control. A review has been undertaken to draw on performance data/reports generated by the operational contract management teams to identify best practice, lessons learned and key risks and develop strategic supplier relationship with BCC key/high risk suppliers. A new tendering system has been put in place to enable consistent and diligent commissioning and monitoring of contracts. The Service Manager: Procurement post has been filled intermittently on an interim basis and this has hampered further development. Budgetary constraints in 2016/17 make it imperative that the Council obtains value for money from its commercial contracts.	A restructure of the Council's Procurement and Commissioning Service is currently underway, this need to be expediently completed along with recruitment to currently vacant posts or posts currently filled on an interim basis.	TBC	Procurement & Commercial Relations Manager.
	<b>Current Rag Rating: Amber</b>		Complete development of a model for strategic relationship contract management.	TBC	Service Director: Strategic Commissioning
	<b>Previous Rag Rating: Amber</b>		Instigate robust council-wide contract monitoring governance and guidelines, in order to ensure that value for money is achieved and poor contract arrangements are quickly identified and stopped before too much funding is expended.	TBC	Service Director: Strategic Commissioning
	<b>Direction of Travel: Neutral.</b> Not much improvement in this area at this time, however work is ongoing to ensure the service is more robust going forward.				
4	<b>Organisational Knowledge/Capacity RO: Service Director: HR</b>				
(CRR 2)	Due to restructuring and reductions in workforce there has been a loss of experience, skills and resource which may have a significant impact on the governance framework.	The Council has implemented an 'Applied Programme', supported by other Council wide work to address the impact of restructuring and ensure that the workforce has the right skills for the future. However a number of interims remain in senior management positions across the Council and further restructuring will occur in 2016/17. A 'People Panel' has operated to ensure the organisation structure remains affordable and that cost is only added back where service demand requires it. A new Workforce Planning approach enabled the analysis of the impact on recruitment and retention of the upturn in the local economy at the same time as further austerity measures were implemented. This informed a review of pay, reward and benefits particularly for senior 'hard-to-fill' roles which was reflected in the 2016/17 Pay Policy. The redesigned individual performance management framework was also implemented.	Complete 2016/17 restructure and fill all interim posts. Complete roll out of 'Applied Programme'.	30 September 2016	SLT/ Service Director: HR
	<b>Current Rag Rating: Amber</b>	Lots of work has been undertaken in this area, however there remain vacancies in both senior and statutory officer posts some of which are currently being filled by Interim appointments, this can lead to uncertainty and continually changing priorities within the services affected.	People Panel to continue to operate but also targeted action at 'hard to fill' posts.	Ongoing	SLT/ Service Director: HR
	<b>Previous Rag Rating: Amber</b>		Implement 2016/17 Pay Policy with emphasis on recruiting to 'hard to fill' roles, including statutory officers and undertake review of 'Bristol Grades'.	Ongoing	SLT/ Service Director: HR
	<b>Direction of Travel: Neutral.</b>				

Item No	Governance issue, Responsible Officer (RO) and Status	Issues in 2015/16 and carried forward	Actions for 2016/17	Target Dates	Responsible Officer
5	<b>Traded Companies: RO: Strategic Director: People/ Strategic Director: Place</b>				
CCR11	The Council has diversified into wholly owned trading companies in Energy and Waste. The aim of these companies is to provide cost effective and efficient services whilst at the same time making good use of the opportunities available to enterprises of this kind. There are potential conflicts of interest and an impact on the existing governance framework from delivering services in this way.	Bristol Waste and Bristol Energy companies are established as wholly owned delivery arm companies with Bristol Holding Ltd established as a holding company with Waste and Energy within it. A Code of Practice sets out governance arrangements for their operation and for the establishment of future companies. The Energy and Waste companies each have supporting business cases and business plans in place. A client function and a shareholder function have been established to exercise oversight. Audit arrangements and performance reporting arrangements are still being finalised.	Shareholder group to be reformed following May 2016 Council elections and independent members to be appointed at AGM.	31 July 2016	Service Director: Strategic Commissioning/ Service Director: HR
	<b>Current Rag Rating: Amber</b>		Commence further action required to recruit permanently to key roles including the MD of the Holding Company.	31 September 2016	MD of Holding Company/Service Director Strategic Commissioning
	<b>Previous Rag Rating: Amber</b>		Holding company audit and risk committee and external and internal audit arrangements to be confirmed together with relationship with Council audit committee.	Ongoing to 31 March 2017	MD of Holding Company/Service Director Strategic Commissioning
	<b>Direction of Travel: Neutral.</b> Key assurance arrangements remain outstanding. 		Reporting template to be finalised and implemented with reports to be made to SLT monthly, Shareholder Group quarterly and quarterly to Council audit committee	31 August 2016 and ongoing	MD of Holding Company/Service Director Strategic Commissioning
6	<b>Delivering Democracy: RO: City Director</b>				
(CRR10)	The 4 year cycle of elections for Mayor, all Councillors and Police and Crime Commissioner was completed May 2016. EU referendum held June 2016 and outcome has led to further electoral uncertainty. There is the possibility of an election for a regional Mayor depending on the outcome of the Devolution proposals in June 2016. If the Council fails to deliver the efficient administration of elections and the change in administration then its reputation will be significantly impacted.	The City Council elections were concluded satisfactorily; the outcome means a change in administration. The referendum was also concluded satisfactorily; however the outcome has resulted in uncertainty over future electoral activity. The pressure on the electoral team has been monitored during this period of intense activity and where necessary action taken.	The pressure on the electoral team is to continue to be monitored and action taken where necessary during the period of most intense activity.	Complete	Service Director: Legal and Democratic Services
	<b>Current Rag Rating: Green</b>		The size and role of the electoral team going forward needs to be agreed and a budget for 2016/17 to be confirmed.	Complete	Service Director: Legal and Democratic Services/ Service Director: Finance
	<b>Previous Rag Rating: Amber</b>				
	<b>Direction of Travel: Decreasing</b> 				
7	<b>Devolution: RO: City Director</b>				
(CRR9)	There is a major opportunity to work with neighbouring councils and the West of England Local Enterprise Partnership (LEP) to devolve significant powers, funding and responsibilities to the region. The move would represent a major change, bringing decisions on transport, investment, funding, skills training, business support, housing and strategic planning to the West of England and away from central government. An overarching combined authority would be created chaired by a directly elected mayor with control of a single investment fund. Determining and implementing these changes will potentially have a significant impact on the Council's Governance Framework.	The Council has reached agreement with 3 neighbouring councils and the LEP seeking to devolve significant powers, funding and responsibilities to the region. This agreement will go to all 4 councils and the LEP in June 2016 for consideration, who will then make a decision on how to proceed.	Proposals drafted and presented to 4 councils and LEP board in June 2016. Three of the four councils have voted in favour of the regional mayor. The impact on the governance framework within Bristol to be monitored going forward. Joint plan being developed with support from the Department for Communities and Local Government.	Ongoing	City Director/Service Director: Policy, Strategy and Communications
	<b>Current Rag Rating: Amber</b>		Weekly meetings with SLT and service directors to ensure that there is sufficient Bristol input and grip on the proposals being developed and negotiated.	Ongoing	City Director/Service Director: Policy, Strategy and Communications
	<b>Previous Rag Rating: Not applicable as new risk</b>		Weekly CEO meetings with Partnership counterparts and regular briefings to the LEP.	Ongoing	City Director/Service Director: Policy, Strategy and Communications
	<b>Direction of Travel: Not applicable as new risk</b>		Regular reports are presented to Strategic Leaders Board and West of England Joint Scrutiny.	Ongoing	City Director/Service Director: Policy, Strategy and Communications
			A governance structure for a combined authority will be created later in 2016. Powers from Government will be devolved to a West of England Mayor, who would be elected in May 2017. Councils will need to determine what, if any, powers they would devolve to the combined authority.	May 2017	City Director/Service Director: Policy, Strategy and Communications
8	<b>MetroBus: RO: Strategic Director: Place</b>				
(CCR4)	MetroBus is a joint project between the Council, North Somerset Council and South Gloucestershire Council to put in place a high capacity, rapid public transport across urban areas. It requires significant development of the road infrastructure and is very high profile. As a joint project across Councils different governance arrangements are in place. Delays to delivery, increases in cost and disruption to the transport network cause significant reputational damage and a potential risk to future working with other local authorities.	At its April 2016 meeting the Audit Committee expressed concern over MetroBus governance following comments received from citizens and press coverage.	A report on MetroBus governance will be presented to the Audit Committee in November 2016.	31 October 2016	Strategic Director: Place
	<b>Current Rag Rating: Amber</b>				
	<b>Previous Rag Rating: Not applicable as new risk</b>				
	<b>Direction of Travel: Not applicable as new risk</b>				
9	<b>Control of Council Assets - RO: Strategic Director - Place</b>				
	Public concerns have been raised with regards to the control and treatment of Council Assets. In particular, the governance surrounding asset disposal.	Internal Audit review undertaken into the application of good governance in a recent asset disposal, only partial assurance was given.	Internal Audit to work with senior management to resolve the situation and ensure implementation of a robust governance framework	September 2016	Service Director: Property/Chief Internal Auditor
	<b>Current Rag Rating: Amber</b>		Further Internal Audit Reviews to be completed with regard to asset management.	March 2017	Service Director: Property/Chief Internal Auditor
	<b>Previous Rag Rating: Not applicable as new risk</b>				
	<b>Direction of Travel: Not applicable as new risk</b>				



# Audit Committee

22nd July 2016

**Report of:** Strategic Director – Business Change (Interim)/ Chief Internal Auditor

**Title:** Corporate Risk Register Update - July 2016

**Ward:** Citywide

**Officer Presenting Report:** Melanie Henchy-McCarthy/ Alison Mullis,  
Chief Internal Auditor (Job Share)

**Contact Telephone Number:** 0117 92 22063/22448

## Recommendation

The Committee review the Corporate Risk Register which is attached to this report at Appendix 3. This report was presented to the Cabinet Member for Finance, Governance and Performance on 18<sup>th</sup> July 2016.

## Summary

This report presents the Corporate Risk Register after its latest update. The register demonstrates that the council is facing some big risks currently with risk levels increasing in many areas. Going forward, it is anticipated that the register will be reviewed quarterly by the Strategic Leadership Team with the Audit Committee receiving it twice a year.

### The significant issues in the report are:

- Integration of risk with Corporate Planning processes (para 4.6 – 4.7)
- A Summary of significant amendments made to the CRR (para 4.8 – 4.10)
- Emerging risks (para 4.11)
- The Corporate Risk Register detailing the risks and how they are managed (Appendix 3)

- The Corporate Risk (Appendix 2)

- The Council's Risk Management Policy (Appendix 3)



## Policy

1. This report is submitted in accordance with the Audit Committee's Terms of Reference which requires the Committee to provide independent assurance to the Council regarding the effectiveness of its strategic risk management arrangements. The Corporate Risk Register is administered in accordance with the Council's Risk Management Policy.

## Consultation

2. **Internal**  
Strategic Leadership Team (SLT) / Officers
3. **External**  
None

## Context

- 4.1 The Corporate Risk Register (CRR) is an integral element of the Council's Strategic Risk Management arrangements and aims to support the delivery of the Council's objectives by setting out the strategic high level risks facing the Council in delivering its plans and how they are ensuring these risks are effectively managed.
- 4.2 The CRR is used by the SLT to monitor risk levels and take assurance that all necessary steps are being taken to ensure the risks are managed to a level acceptable to them. The CRR is underpinned by Directorate and operational risk registers. Directorate risk registers are reported quarterly to Scrutiny Committees and annually to the Audit Committee.
- 4.3 The Audit Committee last received the CRR to review and scrutinise at their meeting on 29th January 2016. The updated CRR can be seen at Appendix 3 to this report. The Council's Risk Management Policy is provided at Appendix 4. This provides members with details of the Council's risk management framework and also details of how risk levels are assessed in terms of impact and likelihood.

## The Review Process

- 4.4 The review was facilitated and co-ordinated by Internal Audit staff who have provided an element of independent verification and challenge concerning the status of mitigations and further actions included in the register. Each officer named as a Responsible Officer has reviewed the entries to confirm, or otherwise, that the current mitigations remain effective; provide a progress report for implementation of action plans previously agreed and identify new relevant mitigations and actions.
- 4.5 Each Risk Owner, or acting Risk Owner, has overviewed their updated risk to ensure it accurately reflects the position and risk level. The Strategic Leadership Team have reviewed the register to ensure it is reflective of their views of the Council's Strategic Risks and ensures priority actions are in place to manage the risks. It is usual for the Extended Leadership Team (ELT) to have input to the risk register review and also for the Executive Board to have considered the fully reviewed register. On this occasion, focus for ELT has been targeted at risk

6 rather than fully reviewing the risk register. Additionally, changes to Mayoral/Cabinet membership has made a review of the register at Executive Board untimely (ref paragraphs 4.7/8 below) and thus these elements of the review/challenge process have yet to occur. The full review process will take place at the next review of the corporate risk register.

- 4.6 A summary of the movements of the corporate risks and the direction of travel is provided at Appendix 1. The corporate risks are shown plotted together on the Council’s Risk Matrix at Appendix 2.

### **Integration of Risk with Corporate Planning**

- 4.7 The update of the CRR has taken place at the same time as the review of Council objectives following the change of Mayor and the refreshing of the Council’s corporate planning process. The new Mayoral priorities are likely to see significant change in the Council’s objectives and consequently to the corporate risks associated with achieving those objectives. The new corporate planning process requires risk to be identified and assessed at the same time as objectives are identified and plans developed to achieve them.
- 4.8 The timescale for the development of new corporate objectives and risks and their cascade into directorate, service and team plans mean that new corporate risks, mitigations and next actions are not fully formed for this report. This report therefore summarises the position against the current corporate risks and provides an indication of emerging new risks.

### **Summary of Significant Amendments Made to the CRR**

- 4.9 The current risk levels for the following risks have increased:
- Risk 2 - Organisational achievement and resilience – the risk of failing to deliver and achieve the Mayoral and corporate objectives while closing the 2016/17 funding gap has increased
  - Risk 3 - Governance – the change in administration requires the refresh of the Council’s governance framework to ensure it is fit for purpose; a number of senior and statutory officer posts are vacant or interim
  - Risk 6 - Finance – the risk that robust financial plans will not be delivered in 2016/17 has increased; the Council has had a high turnover of s151 officers and a number of interim managers in the finance team
  - Risk 9 - Devolution – the decision by the Council and Bath & North East Somerset Council and South Gloucestershire Council in June 2016 to progress the Government’s devolution proposals brings significant challenge to maximise the opportunities available; detailed plans and the risk associated with this are still being formulated and assessed. The EU referendum outcome has increased uncertainty.
- 4.10 The current risk levels for the following risks have stayed the same:
- Risk 1 - Safeguarding – improvements in structures and systems have been achieved; however the demand for services has increased

- Risk 4 - Infrastructure – major projects including the Arena and MetroBus remain high profile, although monitoring arrangements are in place, there are likely to be funding pressures
- Risk 5 - Community resilience – work has continued to promote communities’ ability to develop themselves through partnership working; however the impact of leaving the European Union has yet to be seen.
- Risk 8 - Demographic and service pressures - a new tendering system has been implemented but it is not yet evident that the Council is obtaining best value from its contracts and commissioned services
- Risk 11 - Trading Company Operations - the development of the companies has progressed although arrangements for their financing and monitoring are still being implemented.

4.11 The current risk levels for the following risks have decreased:

- Risk 7 - Educational attainment – structures and systems for monitoring and improving schools have been developed
- Risk 10 - Delivering democracy – the delivery of the 4 year cycle of elections earlier in 2016 means that this may no longer be a corporate risk.

### **Emerging Risks**

4.12 The following risks have been identified as potential emerging risks. They are not yet properly reflected in the CRR but work is ongoing with management to determine the risk and how the Council is managing them:

- Exiting the European Union - the impact across the Council of the EU referendum outcome; a cross sector group is reviewing the short and medium term economic and social impact and will prepare a co-ordinated response.
- Corporate and strategic planning – there is a risk that robust strategic, directorate and service plans and processes for monitoring them will not be in place in sufficient time to deliver service objectives and required savings in 2016/17.
- Impact of restructuring and savings on service delivery and Council staff – there is a risk that required savings will significantly impact service delivery and staff morale resulting in reputational damage, poor service delivery, savings not being achieved and staff underperforming.
- Universal Credit/Welfare Reform – the impact on communities and on Council services means that this may be a corporate risk in its own right. Financial aspects of it are currently recorded in the register but the risks are wider.
-

**Proposal**

5. The Audit Committee is recommended to review the Corporate Risk Register.

**Other Options Considered**

6. None necessary

**Risk Assessment**

7. Robust and effective strategic risk management arrangements are essential in helping the Council manage its business and deliver its priorities.

**Public Sector Equality Duties**

- 8a) 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.
- 8b) None required for this report.

## **Legal and Resource Implications**

### **Legal**

None sought

**(Legal advice provided by N/A)**

### **Financial**

#### **(a) Revenue**

None required for this report.

#### **(b) Capital**

None required for this report.

### **Land**

Not applicable.

### **Personnel**

Not applicable

## **Appendices:**

Summary of Corporate Risk Movement/Direction of Travel (Appendix 1)

Corporate Risks Plotted on Risk Matrix (Appendix 2)

The Corporate Risk Register (Appendix 3)

The Council's Risk Management Policy (Appendix 4)

## **LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985**

### **Background Papers:**

Directorate Risk Registers

Council's Risk Management Policy

## Summary of Corporate Risk Movement/Direction of Travel

	Risk Title	Risk Level Dec 2014	Risk Level July 2015	Risk Level Dec 2015	Risk Level July 2016	Target Risk Level (Risk Horizon)	Direction of travel
Page 77	1	Possible/ Critical (9)	Possible/ Critical (9)	Possible/ Critical (9)	Possible/ Critical (9)	Unlikely/ Critical (6)  (Current and ongoing)	 Neutral – no change Improvements in structures and systems have been achieved; however the demand for services has increased.
	2	Possible/ Critical (9)	Possible/ Critical (9)	Possible/ Critical (9)	Probable/ Critical (12)	Possible/ Significant (6)  (1 – 3 Years)	 Risk Increasing Increasing risk of failing to deliver and achieve the Mayoral and corporate objectives while closing the 2016/17 funding gap.
	3	Probable / Significant (8)	Probable / Significant (8)	Probable / Significant (8)	Probable / Significant (8)	Possible/ Significant (6)  (Current and ongoing)	 Risk Increasing The change in administration requires the refresh of the Council's governance framework; a number of senior and statutory officer posts remain vacant or interim.
	4	Probable/ Catastrophic (16)	Probable/ Critical (12)	Probable/ Critical (12)	Probable/ Critical (12)	Possible /Critical (9)  (5-10 Years)	 Neutral – no change Major projects including the Arena and MetroBus remain high profile, although monitoring arrangements are in place there are likely to be funding pressures.

Page 78	5	Community Resilience	Probable / Critical (12)	Probable / Critical (12)	Likely / Critical (15)	Likely / Critical (15)	Possible /Critical (9)  (5 – 10 Years)	 Neutral – no change Some good work in promoting communities’ ability to develop themselves through partnership working; however the impact of Brexit has yet to be seen.
	6	Finance	Possible/ Critical (9)	Possible/ Critical (9)	Possible/ Critical (9)	Likely/ Critical (15)	Possible/ Significant (6)  (1 – 5 Years)	 Risk Increasing Increased risk to delivering robust financial plans; the Council has had a high turnover of 151 officers and a number of interim managers in the finance team.
	7	Educational Attainment	Possible / Critical (9)	Possible/ Critical (9)	Possible/ Critical (9)	Possible/ Critical (9)	Unlikely/ Critical (6)  (2 – 4 Years)	 Risk Reducing Decreased due to mitigating actions completed / progressing.
		Demographic and Service Pressures	Possible /Critical (9)	Possible/ Critical (9)	Possible/ Critical (9)	Possible/ Critical (9)	Unlikely /Critical (6)  (2 – 4 years)	 Neutral – no change New tendering system has been implemented but it is not yet evident that the Council is not obtaining best value from its contracts and commissioned services.
	9	Devolution	N/A	N/A	Likely / Significant (10) (nb reduced from January 2016 report)	Likely / Significant (10)	Probable/ Significant (8)  (1-5 years)	 Risk Increasing The Council and two neighbouring Councils voted to accept the proposals in June 2016; however the proposals need to be finalised and there is increased uncertainty from EU referendum outcome .

10	Delivering Democracy	N/A	Likely / Critical (15)	Possible/ Critical (9)	Possible / Significant (6)	Possible / Significant (6)	 Risk Reducing Decreased due to completion of four year election cycle – recommend remove from register.
11	Trading Company Operations	N/A	Possible/ Critical (9)	Possible/ Critical (9)	Possible/ Critical (9)	Unlikely /Critical (6)  (2-5 years)	 Neutral – no change The development of the companies has progressed although arrangements for their financing and monitoring are still being implemented.

Council Corporate Risks July 2016 Plotted on Risk Matrix

Likelihood	6	Almost Certain	6	12	18	24
	5	Likely	5	10 9	15 5, 6	20
	4	Probable	4	8 3	12 2, 4	16
	3	Possible	3	6 10	9 1, 7, 8, 11	12
	2	Unlikely	2	4	6	8
	1	Almost Impossible	1	2	3	4
			Marginal 1	Significant 2	Critical 3	Catastrophic 4
<b>Impact</b>						

1. Safeguarding
2. Organisational Achievement and Resilience
3. Governance
4. Infrastructure
5. Community Resilience
6. Finance
7. Educational Attainment
8. Demographic and Service Pressures
9. Devolution
10. Delivering Democracy
11. Trading Company Operations

Risk Overview	Current Mitigations in place and working effectively	Responsible Officer	Further Actions Required	Time-frame for Action	Responsible Officer for Action
<b>1 Safeguarding - Risk Owner: John Readman</b>					
<b>Current Risk:</b> Likelihood - Possible, Impact - Critical, Total Score 9	Safe recruitment processes / Disclosure and Barring Service checks for staff working with vulnerable adults, children and monitoring of commissioned services is robust.	Mike Hennessey/Hilary Brooks	The Independent chair of Bristol Safeguarding Adult's Board has overseen an overhaul of the Board; revised terms of reference for subgroups are in place; a new preventative strategy was presented to SAB 3 May 2016; all chief officers have signed a memorandum of understanding; both the Bristol Safeguarding Adults and Children's Boards are now serviced by a single business unit and recruitment is ongoing.	Complete	Mike Hennessey/Hilary Brooks
<b>Target Risk:</b> Likelihood - Unlikely, Impact - Critical, Total Score 6	The Safeguarding Boards (Adults and Children) maintain oversight; monitoring performance, quality and learning from serious incidents; deliver training and lead on key strategic priorities, providing scrutiny and challenge where required. Both are independently chaired	Mike Hennessey/Hilary Brooks			
<b>Risk Direction: Neutral</b> 	<b>Vulnerable Adults</b>		<b>Vulnerable Adults</b>		
<b>Risk Description:</b> The Council fails to ensure adequate safeguarding measures are in place, resulting in harm or death to a vulnerable adult or child.	Best practice outlined in the Care Act 2014 is embedded in processes which are monitored and refinements made to as needed.	Mike Hennessey	The full roll out of updated approach to Making Safeguarding Personal has been completed. All relevant staff have been trained in the MSP approach and all tools are available.	Complete	Mike Hennessey
<b>Causes:</b> Lack of adherence to procedures, poor practice, lack of capacity.	Strong relationship with regional Quality Surveillance Group and Care Quality Commission. Six weekly meetings take place to collate intelligence to inform decision making around registered providers.	Mike Hennessey			
<b>Consequences:</b> Culpable for harm or fatality of vulnerable person. Litigation. Financial costs. Reputational damage.	Provider accreditation and quality assurance framework is in place for all providers.	Mike Hennessey	The 'Quality Assurance Framework' is now embedded into contracts for care homes, home care and, by the end of this year, community support services. The original QAF is now being revised to include learning and good practise from the initial phase. Delivered by December 2016	31 December 2016	Mel Rogers
<b>Horizon:</b> Current and on-going	A Contracts and Quality Service Manager is in post and responsible for overseeing the quality of services delivered.	Mike Hennessey			
	Work with the Voluntary and Community Sector and Health Watch to support our quality assurance function. RSVP have been commissioned to do this.	Mike Hennessey			
	Thresholds guidance, accreditation and other key policies and Quality Assurance Frameworks are implemented. These are regularly reviewed in line with Care Assurance.	Hilary Brooks/ Mike Hennessey			
	Work with practitioners by effective use of continuing professional development, performance and supervision to ensure clarity of functions and understanding and implementation of best practice. Use professional capabilities framework to evaluate practice.	Hilary Brooks/ Mike Hennessey			
	<b>Children</b>		<b>Children</b>		
	An Early Help Service is now in place for children's services using a triage process to ensure that needs are met early, costs are minimised and pressure on social care is reduced.	Hilary Brooks			
	Comprehensive workforce development programme has been implemented.	Hilary Brooks			
	Children's Service Improvement plan is in place and focussed on key areas for improvement for safeguarding and children in care services. Implementation of the plan is overseen by an Improvement Board.	Hilary Brooks			
	A Child Sexual Exploitation Strategy led by the Bristol Safeguarding Children Board is in place and its effectiveness is being monitored.	Hilary Brooks			
	<b>Housing - Reducing Homelessness</b>		<b>Housing - Reducing Homelessness</b>		
	Working with private sector and voluntary and community sector providers to ensure an adequate supply of emergency accommodation for families. St Mungo's Broadway is commissioned to deliver outreach services to rough sleepers and a severe weather emergency protocol (SWEP) is in place to support rough sleepers if there is severe weather.	Gillian Douglas (Tracy Hendren Interim)	The commissioning process for emergency accommodation is underway jointly with South Glos. This is in 2 phases; firstly securing providers of night by night spot purchased accommodation which is complete; secondly securing longer term (and cheaper) block contracts, due to be completed 31 July. There are 10 providers on the framework, 8 of which bid to provide spot purchased accommodation and 5 of which currently do so (with the others thinking more long term). Because this type of accommodation is being procured via an open framework our procurement will be ongoing for the life of the framework; new entrants to the market and possibly new blocks of accommodation for the next 8 years.	31 July 2016 then ongoing	Tracy Hendren
	Housing Advice – Website self service information is available for people affected by homelessness. Advice and guidance is also available to citizens through the CSP at 100 Temple Street.	Gillian Douglas (Tracy Hendren Interim)			

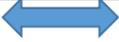
	Risk Overview	Current Mitigations in place and working effectively	Responsible Officer	Further Actions Required	Time-frame for Action	Responsible Officer for Action
		Ongoing location of a Social Worker in Housing Advice to respond to 16/17 year olds affected by homelessness. Joint working/training between Early Help and Housing Options is being monitored to ensure this interface is effective. Monitoring indicates is effective as service well used.	Gillian Douglas (Tracy Hendren Interim)			

Risk Overview	Current Mitigations in place and working effectively	Responsible Officer	Further Actions Required	Time-frame for Action	Responsible Officer for Action
<b>2 Organisational Achievement and Resilience - Risk Owner: Anna Klonowski</b>					
<b>Current Risk:</b> Likelihood - Probable, Impact - Critical, Total Score 12	Budget gap for 2016/17 and beyond is being reviewed by SLT on an ongoing basis to ensure that verified savings plans are in place and built into the budget for 2016/17 and beyond.	Anna Klonowski/ Julie Oldale			
<b>Target Risk:</b> Likelihood - Possible, Impact - Significant, Total Score 6					
<b>Risk Direction: Increasing</b> ↑					
<b>Risk description:</b> The Council fails to deliver and achieve the Mayoral and corporate objectives and maintain its resilience into the future.	Key projects designed to ensure the Council has resilience going forward and is fit for purpose have been identified and the progress of each project is monitored by SLT. Each project has been assigned an accountable Service Director, supported by a project manager. Each change project is also assigned a member of the Enterprise Architecture and Design Team to ensure the use of new technologies supports service re-designs and maximises digital service delivery.	Anna Klonowski			
<b>Causes:</b> Ongoing external funding reductions. Pace of delivery is too slow. Insufficient resilience for continued delivery of services. Costs outweigh benefits realisation. IT failure.	Emerging risks are identified to SLT in an update at SLT's weekly meeting and decisions made/actions determined to address these risks.	Anna Klonowski			
<b>Consequences:</b> Savings not realised in full. Opportunities not realised. Organisation remains unfit for purpose. Reputational damage. The Council is bankrupted. Interruptions to business continuity. Failure to meet statutory duties.					
<b>Horizon:</b> <b>Short term: 1 – 3 years</b>	A People Panel is in place to ensure the organisation structure remains affordable and that cost is only added back where service demand requires it. The Panel meet weekly to review and approve amendments to the organisation structure. HR staff will not process recruitments without a people panel approval. However there are several areas where capacity issues have arisen following workforce reductions and difficulty in recruiting skills needed has been experienced.	Richard Billingham	A new Workforce Planning approach will enable the analysis of the impact on recruitment and retention of the upturn in the local economy at the same time as further austerity measures are implemented across Local Government. Determine the current and likely future impact that will have on the Council's capacity and expertise to deliver services across the Council.	TBC	Richard Billingham
	New individual performance management framework in place and embedding that includes an online system that will provide assurance management information on qualitative and quantitative performance management measure.	Richard Billingham	Work now ongoing to support managers to use the system to record performance management objectives. First review period commenced in April 2016 with new objectives set for 2016/17.	TBC	Richard Billingham
	Ongoing annual review of impact on recruitment and retention of state of local economy.	Richard Billingham	A review of pay, reward and benefits is currently underway to ensure that BCC's employment proposition is competitive in the local employment market, in particular for senior 'hard-to-fill' roles. The review will be reflected in the 2016 Annual Pay Policy and subsequent review of Bristol Grades.	TBC	SLT
	The Employee Assistance Programme offers a confidential support service to staff but also monitors the impact of the redesigned organisation structure on the workforce. Monitoring aims to identify demand pressures in the structure which may need review. Additionally, managers are required to ensure all staff completes a workplace pressure assessment which will highlight areas where the organisation structure needs review. The results of these reviews are reported quarterly to HR and H&S sections for appropriate action.	Richard Billingham			

Risk Overview	Current Mitigations in place and working effectively	Responsible Officer	Further Actions Required	Time-frame for Action	Responsible Officer for Action
	Plans are in place for 2015/16 linking corporate plan outcomes and strategic themes to directorate team and individual activity. Progress has been made in determining the process of engagement for developing a new City Vision, using an evidence based approach and including the Mayor's Vision after the May 2016 elections. A process and timing has been developed for the next Corporate Plan in tandem with the Financial Plan for the Council and associated business plans. In this it is required that the Corporate Plan will ensure the Council enables delivery of the City Vision and will inform the preparation of Directorate level and Service Plans throughout the authority. These plans will also inform individual 'My Performance' objectives throughout the Council.	Cathy Mullins	The process and timing for the development of the City Vision and Corporate Plan alongside the Budget setting process needs to be agreed. and agreed to develop the next corporate and business plan after the mayoral election.	TBC	Cathy Mullins/ Julie Oldale
	Progress has been made in ensuring the suite of PIs is up to date and used effectively to manage performance and take timely mitigating action as required. Suite of indicators was in place for 2015/16.	Cathy Mullins			
	Monitoring ongoing through quarterly reports	Cathy Mullins			
	A Corporate complaints system is in place to monitor areas where service delivery is not to standard for remedial action. A new system went live October 2015 and appears to be working well.	Riz Tariq			
	The Council has invested in new technology to facilitate digital delivery of services and improve efficiency of working practices/processes.	Dominic Mason	There is now a full pipeline of new digital services being delivered. The delivery capacity of the organisation needs to be expanded by building more internal resource, so we can ensure we have the capacity to deliver at the pace the organisation requires. Change Board approved moving from 2 to 4 delivery teams for a period of around 6 months. Delivery teams to be in place by end September 2016.	30 September 2016	Dominic Mason
	A new website enabling full digital transactions went live in October 2015.	Tracy Dodds			
	Information security officer constantly reviews the IT security threat level to the Council.	Stephen Pendleton/ Bernadette Keen			
	Arrangements in place to respond to cyber attacks.	Stephen Pendleton			

Risk Overview	Current Mitigations in place and working effectively	Responsible Officer	Further Actions Required	Time-frame for Action	Responsible Officer for Action
<b>3 Governance - Risk Owner: Anna Klonowski</b>					
<b>Current risk:</b> Likelihood - Probable, Impact - Significant, Total Score 8	The Council has a constitution which sets out how the council operates and its decision making processes. The Constitution is reviewed annually in May and as necessary when issues requiring clarity are identified. The 2015 review was completed consulting with Party leaders and the constitution updated on the new website.	Shahzia Daya	Review of Mayor/Cabinet's delegations under way following change in administration.	Ongoing	Shahzia Daya
<b>Target Risk:</b> Likelihood - Possible, Impact - Significant, Total Score 6	The Senior Leadership Team is in post and providing strong leadership capacity.	SLT			
<b>Risk Direction: Increasing</b> 	Statutory Officers have been appointed: Head of Paid Service, Monitoring Officer, Section 151 Officer, Director of Public Health, Head of Children and Adult Services, Senior Information Risk Owner, Scrutiny Officer. Section 151 Officer, Monitoring Officer and Scrutiny Officer are currently interim although appointments are being progressed. The officers meet approximately six weekly with the City Director to discuss and resolves issue of governance or non-compliance. Chief Internal Auditor also attends as appropriate.	Statutory Officers			
<b>Risk description:</b> The Council fails to comply with internal controls and to effectively meet the framework of obligations within the statutory Annual Governance Statement and the Code of Corporate Governance.	Monitoring officer reviews statutory complaints against Councillors and legal requirements. These are reported periodically to the Audit Committee.	Shahzia Daya			
<b>Cause:</b> Culture of non-compliance. Lack of adherence to financial/legal procedures. Conflicts between policy and key decisions. Insufficient business planning/ performance/risk management data and processes. Partnership governance poses particular difficulties where there may be a mismatch between culture, ambitions and priorities of different partners.	A Policy, Strategy and Communications Team is in place to ensure the Mayor's and Council's ambitions are effectively translated into strategic plans and a policy framework and that there are measures in place to monitor progress in achievement of these ambitions. The Corporate Plan is publically available on the Council's web page.	Cathy Mullins			
<b>Consequence:</b> Legal or financial non-compliance. Reputational damage. Loss of political confidence. Outcomes are not delivered. Special measures are enforced. Processes result in inefficiency and officer time wasted in servicing a bureaucracy. For partnerships lost opportunities – strategic and financial and failure to agree and deliver sub-regional aims.	A Forward Plan is in place to regulate that decision reports are written in good time to enable appropriate legal and other advice to be obtained before consideration. The 'Decision Pathway' sets out clear guidance to officers of the required consultation that must take place for each type of decision required. This includes the whole process from inception of a new idea to full approval by Cabinet and Council.	Shahzia Daya/Andrea Dell			
<b>Horizon:</b> Current and on-going	A complete list of the Council's key policies including statutory and non-statutory policies was compiled in April 2016 and there will be ongoing monitoring of when these policies require refreshing.	Cathy Mullins/ Kay Libby			
	Full Council and Cabinet meetings include provision for public and Councillor questions to be responded to at the start of each meeting. User guides are available to help those wishing to raise questions, file petitions etc.	Shahzia Daya	Action plan to address issues and recommendations raised following review by the Centre for Public Scrutiny now completed and all recommendations addressed.	Complete	Andrea Dell
	An Overview and Scrutiny Management Board (OSMB) oversees an annual work programme of four scrutiny commissions that mirror the Council's Directorate Structure. Each Directorate Scrutiny Commission meets 10 times a year with OSMB meeting 4 times each year.	Cathy Mullins	Further develop annual scrutiny work plans into a 3 year rolling plan for policy development and review by Scrutiny. Rescheduled to after the elections.	31 October 2016	Andrea Dell
	Overview and Scrutiny monitor achievement of strategic ambitions via reports detailing progress against top level performance measures. These reporting arrangements continue to develop and focus on the departmental scrutiny commissions to ensure the detail information and action is available at the right level of the organisation.	Mark Wakefield			
	Directorate Risk Registers are in place and regular reporting ensures robust scrutiny of those registers:	Strategic Directors			

Risk Overview	Current Mitigations in place and working effectively	Responsible Officer	Further Actions Required	Time-frame for Action	Responsible Officer for Action
	<ul style="list-style-type: none"> <li>Quarterly review by DLT's</li> <li>6 monthly submission for Directorate scrutiny and challenge</li> <li>Annual submission to Audit Committee for assurances that Directorate risks are identified and managed.</li> </ul>				
	A team of Finance Managers are in place who are responsible to ensure compliance with Financial Regulations and that robust financial governance arrangements are in place. The S151 Officer oversees that the Finance Managers are carrying out this role effectively but this is behind schedule.	Julie Oldale	Strengthen financial governance: <ul style="list-style-type: none"> <li>Review of financial regulations and schemes of delegation. This will now be considered as part of the 2016 review of Constitution.</li> <li>Upgrade of HR and Payroll systems</li> </ul>	Slippage from 31 August 2015 to 31 October 2016 Slippage from 31 December 2015 to 30 September 2016	Julie Oldale
	A non-pay panel is in place to ensure that expenditure incurred by the Council is necessary and provides value for money.	Alison Comley			
	Internal Audit completes a programme of work to provide assurance around control and compliance. Where there is continued non-compliance, matters are escalated to Senior Management and the Audit Committee.	Alison Mullis/Melanie Henchy-McCarthy			
	<b>Partnerships</b>		<b>Partnerships</b>		
	Mapping of all of the local partnerships and partnership boards which the Council is a member is complete including those which are statutory, non-statutory and distinguishing between those which are aiming for 'system change' to ensure that there is complete visibility on the partnerships that the Council has entered into (to be called 'City Partnerships') and the commitments or decision making route for each.	Cathy Mullins/Kay Libby	This has provided the opportunity for the Council to review its membership of partnerships to ensure that resources are focused effectively. This work has clarified the resources required to run partnerships and the decision making route into the 'top tier' of partnerships which are aiming for system change. The work is complete and resources will now be realigned as part of a wider restructuring.	30 September 2016	Cathy Mullins/Kay Libby
	Social Value Policy and Partnership Toolkit developed with close involvement of voluntary and business sector reps, available online and now being implemented. Multi-sector advisory group helping to monitor progress	Cathy Mullins/Kay Libby	Agree a shared suite of measurements with partners that capture both financial value and social value. The Social Value Policy and Partnership Toolkit was developed with input from a multi-sector working group and the policy is now at the implementation stage. The lead for this stage is now with Service Director: Strategic Commissioning, but the PSC team will continue to be involved. A new and broader multi-sector advisory group has been established to inform and help monitor implementation. Work to identify measures that capture both financial and social value is underway and continuing making use of Wellworth Tool.	30 September 2016	Netta Meadows/Kay Libby
			A process for staff to follow before the Council can be committed to a new partnership is being drawn up. Some delays due to staff diversion however proposal to use Nimbus and Alfresco to enable. A timeframe for action will be established by August 2016.	31 August 2016	Cathy Mullins/Kay Libby
	All ongoing partnerships will in future be required to develop an annual strategic action plan that demonstrates the links with the Council's Corporate Plan and show achievement against the priorities in the same.	Cathy Mullins/Kay Libby			
	The new Better Care Director Tim Wye is in post. The 2016/17 Better Care Plan submission was signed off by the Health & Wellbeing Board at the end of April. The Better Care Joint Commissioning Board between Bristol City Council and the Clinical Commissioning Group has been in place since January which reviews risks in our joint funding agreement and takes appropriate action.	John Readman (for Better Care Bristol)			
	Members and senior management to meet in informal settings to debate opportunities for partnership working and provide leadership which promotes a culture change towards delivering services jointly wherever possible and appropriate.	Nicola Yates			

Risk Overview	Current Mitigations in place and working effectively	Responsible Officer	Further Actions Required	Time-frame for Action	Responsible Officer for Action
<b>4 Infrastructure - Risk Owner: Barra Mac Ruairi</b>					
<b>Current risk:</b> Likelihood - Probable, Impact - Critical, Total Score 12	The Capital Programme Board, constituted of the Strategic Leadership Team and ELT meets monthly to ensure capital investment is effectively prioritised to programmes and projects aimed at delivering and maintaining a sustainable infra-structure. The Board routinely reassess and challenge the capital commitment and project slippage.	Barra Mac Ruairi			
<b>Target Risk:</b> Likelihood - Possible, Impact - Critical, Total Score 9	Additionally a number of strategic infrastructure projects are identified for delivery as part of the Strategic Economic Plan (SEP) (July 2014). Additional to this are the departments Capital Programmes and divisional works from surveying to delivery of maintenance. This is and cannot be a comprehensive list of all the infrastructure of the city as this is unknown i.e underground, historic, orphaned assets. Uncertainties around funding continue for many projects, although there has been major success in securing funding for others (e.g. Metro bus, MetroWest, Open Programmable City and Avonmouth & Severnside).	Barra Mac Ruairi			
<b>Risk Direction: Neutral</b> 	The Place department has set up a PPP (Programmes, Projects and Performance) Board which has the overview of all PPP and resources applied to the Place departments activities. The divisional services feed in to this Board with their specific technical skills and programme development such as the TAMP (Transport Asset Management Plan).	Barra Mac Ruairi			
<b>Risk description:</b> The Council fails to generate the investment necessary to maximise its influence upon the delivery and maintenance of a sustainable infrastructure which will support the City to grow and prosper.	The Devolution Deal will be a main source of infrastructure funding in the years ahead. Resources will need to be applied to ensure Bristol avails of the opportunity and integration with existing programmes.	Barra Mac Ruairi			
<b>Cause:</b> Reduced public sector funding impacting on the resources available. Currently a more uncertain future due to BREXIT.	As part of the PPP process within Place directorate there will be a strategic review of the Place elements of both the Corporate and Directorate risk registers as part of the new administration	Bill Edrich			
<b>4.1 Transport Infrastructure</b>			<b>4.1 Transport Infrastructure</b>		
Lack of adequate strategic planning and resources.	i) Joint Local Transport plan in place providing a robust policy basis.	Peter Mann	Joint Local Transport Plan is due to be refreshed during 2016. Study work is under way jointly with the four regional local authorities. Consultation later in 2016.	31 December 2016	Adam Crowther
Lack of resilience to external factors beyond Council's influence e.g. changes in demand, rapidly growing population, the age profile of the population, legal challenges, and climate change. Lack of political / community buy-in. Construction, buildability and technical issues on scale of scheme.	ii) Funding for each of the three Metro Bus projects and integration programme has been agreed by Government. All three projects now in construction phase and due for completion Summer/Autumn 2017.	Peter Mann	Delivery of Infrastructure, through the £9.5M of negotiated funding, that provides significant advantage to pedestrians, cyclists and public transport users to reduce the car reliance of Cribbs Patchway New Neighbourhood and therefore minimise the negative impacts of this development. Governance structures in place; each MetroBus project reports to a Project Board which comprises Service Directors from each of the authorities plus representatives of the West of England Partnership. Their role is to assess project and scheme progress, share assessments of risk and review the latest cost estimates. A Programme Assurance Board (PAB), meets quarterly to review the project as a whole and to receive issues from the Project Boards. PAB comprises Service Directors plus Heads of Transport from each of the three authorities plus a Director of Finance, currently, from North Somerset Council.	Delivery ongoing	Peter Mann

Risk Overview	Current Mitigations in place and working effectively	Responsible Officer	Further Actions Required	Time-frame for Action	Responsible Officer for Action
Lack of joined up planning / decision making / effective project management.	iii) A Joint Transport Board is in place to oversee delivery of the major scheme work programme (not just MetroBus). The board, comprising all four WoE authorities and LEP business reps, meets quarterly to review progress and resolve issues.	Peter Mann			
<b>Consequence:</b> The City is unable to grow and prosper.	iv) The Board is supported by a MetroBus Programme Assurance Board (PAB). The PAB meets every two months to ensure programme priorities are met, provide critical review of progress and performance, provide oversight of benefits realisation, review the project as a whole and to receive issues from the Project Boards. PAB comprises Service Directors, one Heads of Transport representative plus Heads of Transport from each of the three authorities plus a Director of Finance, currently, from North Somerset Council.	Peter Mann			
Impact on community. Reputational damage.	v) Governance arrangements for Metro bus, including decision making guidance, are set out in the Programme Manual.	Peter Mann			
Loss of confidence in the Council and the city. Future investors are not attracted to Bristol. Operational impacts e.g. Transport problems.	vi) Each Project in the Metro bus programme has a Project Board which meets every two months. Each Project Board comprises Heads of Transport from authorities sponsoring the scheme, the Senior Responsible Owners leading each of the projects, s151 Officer from the lead local authority and Service Directors from each of the authorities plus representatives of the West of England Partnership. Their role is to assess project and scheme progress, share assessments of risk and review the latest cost estimates.	Peter Mann			
Long term uncertain revenue returns on finance borrowing for capital schemes. Risk of flooding.	vii) Legal agreements with partner authorities are in place for the MetroBus programme.	Peter Mann			
<b>Horizon:</b> Medium to long term	viii) Gateway Reviews are regularly conducted for the Metro bus programme overall, and for each of its constituent projects. Actions arising from these reviews are built into project plans.	Peter Mann			
	ix) Transport Further work to be programmed to assess the overall condition and cost of maintenance and renewal of existing transport assets including traffic signals, traffic control systems and structures including bridges, retaining walls and multi-storey car parks. Schedule to be set.	Peter Mann			
	<b>4.2 Housing</b>		<b>4.2 Housing</b>		
	i) Assess and deliver to objectively assessed housing need via effective Local Plan policies. Production of the West of England Joint Spatial Plan, taking on board the outcomes of the Strategic Housing Market Assessment (SHMA).	Zoe Wilcox	Joint Spatial Plan Strategy pre-commencement from January 2015 and Preferred Strategy consultation from November 2016.	30 November 2016	Zoe Wilcox
			Review of BCC Core Strategy housing annually.	Ongoing	Zoe Wilcox
	ii) Affordable Housing Programme Board and Bristol Retirement Living Board receive monthly exception reports to ensure that programmes are effectively implemented and annual delivery targets met.	Alistair Reid			
	iii) An Affordable Housing Delivery Framework (AHDF) Action Plan which takes into account the Homes Commission recommendations is in place and approved by Cabinet. The Action Plan was reviewed by Scrutiny in January 2015 and a new framework and programme of delivery from September 2015 published.	Alistair Reid	Review affordable housing delivery strategy to identify alternative viable delivery models in response to recent policy changes. Consideration now being given to the establishment of a Housing Development Company as part of the New Administration	TBC	Alistair Reid
	<b>4.3 Cultural / Education</b>		<b>4.3 Cultural / Education</b>		
	i) Developing a cultural infrastructure that promotes Bristol as a major European cultural destination will ensure inward investment.	Alistair Reid	Approval given to take forward Colston Hall Project in conjunction with BMT to RIBA 3. Also agreement to investment to free up ACE funding for St George's and Bristol Old Vic	Ongoing	Alistair Reid
	Funding secured for cultural infrastructure from Heritage Lottery Fund (HLF), Arts Council and Association for Cultural Enterprises. (ACE). This has led to planned development of the city's key cultural venues including funded projects at the Arena and Bristol Old Vic. Proposed projects include amongst others Colston Hall refurbishment, Bristol Museum and Art Gallery refurbishment.	Alistair Reid	Planned developments are in place for the Arena, Old Vic and Colston Hall but a review of the other capital requirements is required.	October 2016	Alistair Reid
	ii) Annual monitoring of pupil projections / estimates for unforeseen fluctuations in 'quality of life' factors.	Paul Jacobs			

Risk Overview	Current Mitigations in place and working effectively	Responsible Officer	Further Actions Required	Time-frame for Action	Responsible Officer for Action
	<p>iii) Develop and implement the new Integrated Education and Capital Strategy 2016 to 2022. The Integrated Education and Capital Strategy 2015-2019 was approved through the Learning City Partnership Board in January 2016. A capital spend of up to £34.7M was approved in January 2016 and work is underway to progress a number of schemes in relation to early years, secondary and special education. There will be sufficient secondary places for September 2016. The Strategy defines the required works, is supported by data and used to attract the correct level of funding.</p>	Alistair Reid/Paul Jacobs	The LA is closely monitoring the application and approval for new Free Schools in the City. Discussions are in train with the DfE around the current methodology of allocating Basic Need funding to Bristol.	Ongoing	Alistair Reid/Paul Jacobs
	<p>iv) Programme 3, delivering the outcomes of the new Integrated Education and Capital Strategy 2016 to 2022, may require realignment should future pupil projections change through birth rate, improved economy and/or changes in teaching standards, or other. Ongoing monitoring of pupil projections / estimates for unforeseen fluctuations in 'quality of life' factors. Changes to pupil numbers are likely to change the magnitude of spend and delivery programme. The consequences of any increase, or reduction, in spending commitment and possible failure of the Authority's statutory duty to provide sufficient pupil places - resulting in Judicial Review. Reputation to Bristol.</p>	Alistair Reid/Paul Jacobs			
	<p><b>4.4 Energy</b> The Council has an Energy service which manages the energy infrastructure for the City. The Service works to a programme of 5 key theme areas each with a programme manager - Domestic Sector Energy efficiency; Investments (e.g. in renewable energy and managing our own corporate energy demand); Energy supply (purchase of energy, carbon reduction, energy consumption); Environmental Performance; Infrastructure (heating and power networks, alternative power sources). Clear outcomes from each theme are measured and reported to the Programme, Project and performance Board on a monthly basis. Financial reports and forecasts are also prepared monthly.</p>	Bill Edrich	<p><b>4.4 Energy</b> Feasibility study commissioned concerning the options for protecting a National Oil Pipeline from potential for wind turbine damage. Report on risk threshold and mitigation proposals received Feb 2016. The presence of the Wind Turbine Generators breaches the risk threshold set by the Oil &amp; Pipeline Association. Update to document underway to reflect construction of solar farm onsite – will result in minor rerouting of proposed pipeline diversion. Consultant instructed to begin initial engagement with the pipeline owners in early May 2016. These talks will dictate the form of the mitigation: outline options are re-route; protect; or a combination of these items. Discussions are continuing and Director to be involved to accelerate conclusion.</p>	Ongoing	Bill Edrich
	Bristol Energy a separate energy company created to enable strategic management of the City's energy, drive forward economic prosperity/ social equality and reduce environmental impact of energy consumption has now been established and is trading.	Bill Edrich	Trading Company Operations now a separate corporate risk (CRR11) - to be removed from CRR4.		
	<p><b>4.5 Environment</b> i) The Council uses an Eco Management and Audit Scheme (EMAS) to identify and drive environmental improvements, prevent pollution and ensure legal compliance. The scheme is British Standard 14001 compliant and is regularly inspected by external regulators.</p>	Bill Edrich	<p><b>4.5 Environment</b> Most recent audit May 2016 successfully completed, and the external auditor has closed the three minor non-conformities raised. The Environmental Performance Team has worked with operational staff (for example Parks &amp; Docks) to improve their awareness of environmental issues and responsibilities. The next audit is scheduled for November 2016, however, the Environmental Performance Team is reviewing the continuing suitability of EMAS following the EU Referendum and will make a recommendation Summer 2016.</p>	On-going through 2016	Bill Edrich
	ii) Product supply chains have been identified but now require audit.	Bill Edrich	Environmental performance team undertaking audits of our supply chain concentrating on the services with the highest risk. Typically these are: Products sourced from overseas developing countries; Products that have lots of supply chains/ sub-contractors; Services that we procure from third parties rather than direct deliver. Report results to SLT. A significant body of work has been completed although there is still a need to do a deep dive on a couple of key contracts. This work is being planned during the Summer/ early Autumn 2016	Autumn 2016	Bill Edrich
	iii) Watching brief on the on-going crisis in Ukraine and Russian involvement.	Bill Edrich	Ukraine/Russia issue has stabilised - to be removed from CRR 4.		
	<p><b>4.6 Flooding</b> i) Joint working with South Gloucestershire and other key agencies and stakeholders to identify preferred option for managing flood risk in the Avonmouth / Severnside Enterprise Area. Outline defence options study complete, Project Manager (joint S.Glos and BCC). Funding streams agreed to deliver detailed designs and business case</p>	Zoe Wilcox/Peter Mann	<p><b>4.6 Flooding</b> Project Manager and consultant appointed to deliver outline planning application and ecology mitigation by summer 2018. Funding for work secured through the LEP.</p>	2016-2018	Zoe Willcox / Peter Mann

	Risk Overview	Current Mitigations in place and working effectively	Responsible Officer	Further Actions Required	Time-frame for Action	Responsible Officer for Action
		ii) Investment in maintenance of existing flood defence infrastructure in the city centre. Feasibility study for improved City Centre defences completed. Funding secured to develop business case for strategic scale flood defences.	Zoe Wilcox/Peter Mann	New flood defence wall constructed along Cumberland Wall, as part of MetroBus Ashton Vale to Temple Meads project, complete. Funding for scheme provided by Environment Agency and wall provides enhanced flood protection for up to 100 properties. Shortlisting due to for completion on River Avon Flood Defence Strategy. Briefing provided to Place Leadership Directorate with further PPP briefing due on 21st July 2016. Final strategy due to report Spring 2017.	Spring 2017	John Roy
		iii) Lack of information on the condition and ownership / responsibility for existing flood assets in and along the River Avon. Need for a costed asset management plan to be developed and implemented.	Zoe Wilcox/Peter Mann	Flood and Transport Asset Management team, in partnership with Highways and Docks, have carried out preliminary assessment of scale of challenge in relation to flood and Docks assets in and around Harbour with recommendation as to how to proceed. Briefing provided to Place Leadership Team on 1st June with further briefing being provided to Senior Leadership Team on the 21st July.	31 July 2016	John Roy
		iv) The City Docks and associate assets are critical to protecting the City Centre from flooding.	Zoe Wilcox/Peter Mann/Robert Orrett	Flood and Transport Asset Management team, in partnership with Highways and Docks, have carried out preliminary assessment of scale of challenge in relation to flood and Docks assets in and around Harbour with recommendation as to how to proceed. Briefing provided to Place Leadership Team on 1st June with further briefing being provided to Senior Leadership Team on the 21st July.	31 July 2016	Adrian Randall
		v) Surface water management plan in place that provides information on infrastructure at risk of surface water flooding. Utilisation of data in conjunction with Met Office and Environment Agency forecast information. Local Flood Risk Management Strategy approved at Cabinet November 2014 detailing Action Plan for managing flood risk across City. LLFA Working Group established to embed LLFA actions within the authority.	Peter Mann	Report on Local Flood Risk Management Strategy to the Place Scrutiny Commission in September 2016	30 September 2016	John Roy
		vi) Bristol City Council's work programmes and funding streams have been aligned with actions detailed in our adopted Local Flood Risk Management Strategy which mitigate surface water flooding. In addition to this Bristol City Council, as Lead Local Flood Authority, is working with other Risk Management Authorities such as Environment Agency and Wessex Water to mitigate surface water flooding.	Peter Mann	Report on Local Flood Risk Management Strategy to the Place Scrutiny Commission in September 2015.	30th September 2016	John Roy
		vii) Flood Plan and Recovery Plan in place that details the Council's response to flooding.	Simon Creed	The Flood Plan and Recovery Plan have both been through the Corporate Resilience Group (CRG) but have yet to go to the Strategic Leadership Team (SLT). A paper and presentation to SLT postponed, however both plans are considered fit for purpose and are currently in use. The paper and presentation to SLT further postponed pending the relocation of the Civil Protection Unit (CPU). If the CPU are moved to a directorate with a DLT then that will resolve some of the issues and speed up the process.	Slipped, date in 2016 for SLT consideration not set.	Simon Creed
		<b>4.7 Employment</b>		<b>4.7 Employment</b>		
		i) Under the West of England City Deal with government in 2012, the Council has worked with the other Local Authorities to enable the retention and pooling of income from business rates growth to create a £500m Economic Development Fund (EDF). Agreement has been reached on the business rates pooling mechanism and the allocation to EDF projects. This will finance new physical and economic infrastructure which will catalyse the creation and safeguarding of sustainable employment (circa 30,000 jobs) in Bristol Temple Quarter Enterprise Zone (BTQEZ), and the Avonmouth / Severnside and Filton Enterprise Areas over the next 25 years.	Alistair Reid			
		ii) Other funds have been secured from EU and UK government for improving ICT infrastructure, adopting and/or scaling up renewable energy systems and other 'Smart / Future City' technologies for a more sustainable urban infrastructure.	Bill Edrich	Ongoing and also being reviewed in light of the EU referendum outcome.	Ongoing	Bill Edrich
		ELENA grant funding has been secured for investment projects. Monthly monitoring of the required ELENA leverage against grant spend is completed and spending of the grant is controlled and monitored, particularly around consultancy budget.	Bill Edrich	Final report submitted to European Investment bank, currently awaiting their response. Report to cabinet on outcome December 2016.	31 December 2016	Bill Edrich

	Risk Overview	Current Mitigations in place and working effectively	Responsible Officer	Further Actions Required	Time-frame for Action	Responsible Officer for Action
		iii) Secured a commitment from Government to improve access to super-fast broadband for businesses.	Stephen Hilton	Scheme in close down period and expected to fully complete by end of September 2016. Key highlights: - Total vouchers awarded (businesses benefitted) and total value – Bristol 1499 (£2,356,607). Over £2m grant funding claimed to date, plus further two claims to be made in Q1 and Q2 16/17.	30 September 2016	Stephen Hilton / Suzanne Wilson
		iv) The Council has been active in shaping the economic strategy and plans of the West of England LEP as set out in the Strategic Economic Plan (SEP) and European Strategic Investment Framework (ESIF) for 2014-20 (prospective investment of £479 m). The SEP was published in June 2014 and major projects are reviewed and reported to the LEP Investment Board.	Alistair Reid	Identify match funding for projects and work with project owners and partners on development of viable business cases and delivery plans in light of BREXIT	Ongoing	Alistair Reid
		v) The Invest in Bristol and Bath (IBB) service, which promotes Bristol, its Enterprise Zones / Enterprise Areas and 5 key economic sectors to UK and overseas investors was established in 2012.	Alistair Reid	IBB is reviewing the impact of BREXIT	Ongoing	Matt Cross
		vi) Lead discussion within Local Enterprise Partnership (LEP) on future strategy and funding of IBB and/or redesign of investor promotion services to secure Bristol's objectives. Funding now secured for five years from the Economic Development Fund.	Alistair Reid			
		<b>4.8 BTQEZ</b>		<b>4.8 BTQEZ</b>		
		i) The Council has made the Arena a top priority so Arena and Revolving Infrastructure Fund (RIF) are top of the EDF funding list to help achieve anticipated Business Rate growth in the BTQEZ.	Alistair Reid			
		ii) To ensure benefits are maximised from development of Cattlemarket Road the development mix is designed to attract developers and realise a high yield that matches the financial target set out in the March 2016 Cabinet Paper.	Alistair Reid			
		iii) There is a risk that a downturn in the economy could result in a failure to maximise Community Infrastructure Levy (CIL) income, although CIL income projections are robust.	Alistair Reid			
		iv) Additional mitigation(s) may be considered as the programme of projects are developed as part of the extensive governance arrangements around BTQEZ	Alistair Reid			

Risk Overview	Current Mitigations in place and working effectively	Responsible Officer	Further Actions Required	Time-frame for Action	Responsible Officer for Action
<b>5 Community Resilience: Risk Owner: Alison Comley</b>					
<b>Current risk:</b> Likelihood - Likely, Impact - Critical, Total Score 15	<u>Health</u>		<u>Health</u>		
<b>Target Risk:</b> Likelihood - Possible, Impact - Critical, Total Score 9	The Bristol Health Protection Committee meets quarterly to monitor relevant public health outcomes and review preparedness for and responses to public health hazards. The Committee reports to the Health and Wellbeing Board with an Annual Report in Spring 2016	Becky Pollard	Development of a public health strategy to feed into the Health and Well Being Board Strategy. This has been delayed due to restructuring of Public Health function and new appointments. The Public Health priorities plan on a page has been drafted and circulated within the council and to external partners. Full public health strategy to follow and published by March 2017.	Delayed further from 31 March 2016, now 31 March 2017	Becky Pollard
<b>Risk Direction: Neutral</b> 			Bristol Health Protection Committee in place and monitoring development, updating emergency planning plans and providing assurance that local plans are in place to prepare for and manage public health emergencies. The role of the HPC is to ensure that partners work together and discussions about pathways and gaps in provision can be discussed. HPC meets quarterly. Dates in the diary until Spring 2017.	Ongoing	Becky Pollard
<b>Risk description:</b> Failure of the Council and the community at large to anticipate, sufficiently mitigate, respond to or recover quickly enough from a significant and unexpectedly disruptive event. This risk is focused on how the Council and communities can adapt to significant changes in society over time rather than focussing on the Council's physical infrastructure that is in place to contribute when such an event occurs – this is considered in risk 4 – Infrastructure.	A Bristol, North Somerset and S Glos (BNSSG) multiagency pandemic flu plan has been signed off by the Avon and Somerset Local Health Resilience Partnership.	Becky Pollard	The Bristol City Council pandemic flu plan will be updated in light of the BNSSG plan - overseen by the Health Protection Committee. Work on a pandemic plan for Bristol to be commenced October 2016 for this Flu season, awaiting new pandemic flu guidance from WHO/NHSe. Pandemic plan for LHRP has been completed and business continuity arrangements across the Council are in place.	31 October 2017	Becky Pollard
<b>Cause:</b> Natural disasters, e.g. flooding caused by climate change. Health hazards. Economic adjusters, e.g. the changing shape of local employment, welfare reform, poverty levels. A dependency culture resulting from strategies which fail to empower individuals/ communities to develop and support themselves and each other. A lack of integration and cohesion in our people/community focussed recovery strategies. Economic weakness and less cohesive communities from effect of BREXIT.			Discussions on the updating and re-shaping of the Joint Strategic Needs Assessment include trying to ensure that we are looking at new approaches to include real citizen data. It has been agreed that a Chapter on community information will be included in the JSNA. Enhanced JSNA plan has been agreed by the Health and Wellbeing Board. Delivery of prioritised chapters of JSNA will commence through 2016.	Ongoing	Becky Pollard/ Mark Wakefield
<b>Consequences:</b> Civil unrest. Social breakdown in Community cohesion. Individuals and communities may not reach their full potential and the inequalities gap may increase in terms of skills, health, wealth etc. Financial implications, e.g. investment negated. Reputation impacted.	<u>Neighbourhoods</u>		<u>Neighbourhoods</u>		
<b>Horizon:</b> Long term risk horizon – 5 to 10 years.	A Neighbourhoods network is in place to build capacity in identified neighbourhoods. There is a need to build staff capacity and develop innovative strategies which are joined up.	Di Robinson	The values and approaches are also being embedded in the future Voluntary and Community Sector Prospectus development, which will shape and delivery up to £3.4 million pounds of grant investment, including the current re-commissioning of advice provision across the city. All organisations wishing to work with this funding stream will be required to demonstrate their commitment to building community resilience in line with the ABCD values.	Implementation of prospectus from 1 April 2017	Di Robinson
	Neighbourhoods & Communities has committed to develop an overt skills and values piece of work across all community development practice which is focussed explicitly on building community capacity and social capital in areas where this capacity is low and where community networks are scarce or non-existent. The intention is to spread this approach via both our own and others means across the city over the next 2-3 years. The work is focussed on building the confidence, skills and self directed social action in marginalised communities with a clear intention around supporting communities to build their resilience to initially, support their own aims and aspirations but also to build their resilience to withstand shocks and stresses impacting on their lives and communities.	Di Robinson	The work has been underway for 10 months, areas of focus have been identified and the area based work is progressing. Two further BCC teams have been trained in the ABCD approach, with a plan emerging of the next teams to be included. Plus some early adopter VCS organisations are already working alongside our emergent community of practice; eg: Bristol Aging better whose commissioning of community development will work to this values base. This work is connected into the Resilient City work and the Cities Of Service social action/impact volunteering work.	This work is ongoing for the next 12 months	Di Robinson

Risk Overview	Current Mitigations in place and working effectively	Responsible Officer	Further Actions Required	Time-frame for Action	Responsible Officer for Action
	This work is being led through the Community development teams in N&C established in April 2014, and being developed across Public Health community development/health improvement teams. A Community Development Service Plan March 2015 -2017 is in place and work is progressing to it.	Di Robinson	The Neighbourhood Management Team has supported the development of Neighbourhood Partnership Priority plans, which include evidence based priorities across a wide number of themes within 14 NP areas across the city. This information is being systematically fed into the mainstream service and partner service agendas to deliver direct influence over service planning priorities.	This work is ongoing - Neighbourhood Partnership plans already incorporated in service planning	Di Robinson/ Mark Wakefield
	Nationally there have been concerns raised about possible community tensions following the referendum result. Bristol has a well-established tension monitoring group under the Safer Bristol Partnership that will spot and deal with potential issues.	Pete Anderson			
	<b>City Resilience</b>		<b>City Resilience</b>		
	Joint Local Transport plan is in place providing sound policy basis which seeks to ensure that the transport system for the sub-region now and in the future is designed in such a way that it enhances health, wellbeing and prosperity for all residents, and contributes to reducing health inequalities. (Ref risk 4 and refresh of Joint local transport plan)	Peter Mann			
	Mapping exercise to identify all the streams of funding relating to hardship complete. Now being factored into the coordinated response to the greater number of citizens facing hardship due to the Welfare reform changes. Universal Credit initial rollout completed and processes in place to support those affected.	Patsy Mellor	Coordinated response to future rollout of universal credit (March 2017) and wider welfare reforms being developed corporately and in partnership with third sector and social landlords.	September 2016 (expected benefit cap roll out)	Patsy Mellor/ Max Wide
	Cross-sector working group established to assess the immediate and medium term economic and social impact of the referendum result on Bristol and prepare a co-ordinated city response.	Barra Mac Ruairi			
	Bristol delivers and commissions a range of employment and skills opportunities for individuals from less privileged communities e.g. On Site; Apprenticeships, Work Placements; Community Learning and Skills. These services help build social and economic inclusion through improved support and progression into work. The current infrastructure is largely dependent on external funding contracts that are not secure beyond July 2016.	Paul Jacobs	A Bristol Employment and Skills Strategy was approved by the Learning City Partnership Board in March 2016 and work is underway to pilot Work Zones, Pathways to Employment and the Engagement Hub. Skills is a key element of the Devolution deal for the three Local Authority areas.	Ongoing	Paul Jacobs
	The Food Policy Council is in place to coordinate efforts city wide in improving access to healthy food that is affordable and fairly available to Bristol residents and visitors and where workers involved in the food system are fairly treated, and with production, distribution, retail and supply systems that are sustainable and resilient to the impacts of projected climate change and fossil fuel depletion.	Stephen Hilton/Kathy Derrick			
			Project being run to ensure resilience and integration of existing strategies (ref infrastructure risk) to ensure our approaches provide a fully integrated and cohesive approach to people and community issues. Delayed due to diversion of staff on to other work. Work now incorporated into work on Bristol Plan.	31 October 2016, revised from original date of December 2015	Cathy Mullins/ Kay Libby
	The Council has appointed a Strategic Resilience Officer funded by the Rockefeller Foundation to develop a cross-agency city resilience plan. A Preliminary Resilience Assessment (Phase 1) was completed in January 2016.	Stephen Hilton / Sarah Toy	Development of a cross-agency city resilience plan. Phase II of the assessment has identified 4 focus areas and 12 diagnostic questions for further research. This will be undertaken by small working groups of internal/external stakeholders with support from strategy partner Arup. SLT have been briefed on the structures and framework. A draft resilience 50 year Trajectory being prepared but will need to be adopted by new Mayor. Aiming for public release in October 2016.	30 October 2016	Stephen Hilton/ Sarah Toy
			<p>The co-location of existing control centres (Emergency Management, Traffic Management &amp; CCTV monitoring/Concierge) into a new, integrated operations centre at 100 Temple Street. This will provide technical and operational resilience for city wide critical infrastructure and service provision. Business continuity is supported by investment in data networks and a new disaster recovery environment at City Hall.</p> <p>We will increase operational efficiency, systems and facilities to respond in a more coordinated way to incidents internally and with multi-agency partners. The objectives to be realised by Sep 2017 are:-</p> <ul style="list-style-type: none"> <li>• An Operations Centre environment to meet agreed accreditation standards</li> <li>• Up to date, integrated and resilient technology</li> <li>• Co-located and joined up operations, within, and supporting, the functions of the Operations Centre</li> <li>• A safe, secure, performing operating centre that sells itself to partners</li> <li>• Development of the commercial model to achieve additional income of ~£840K pa</li> </ul>	Phased co-location from 1st April 2017  Launch of integrated Operations Centre – September 2017	Barney Smith/Simon Jones
	<b>Community Cohesion</b>		<b>Community Cohesion</b>		

	Risk Overview	Current Mitigations in place and working effectively	Responsible Officer	Further Actions Required	Time-frame for Action	Responsible Officer for Action
				Continue to develop Bristol Open Data Platform via procurement of a permanent platform, (replace the current Pilot /Beta version), to enable Bristol Open Data to be available and useable into the longer term. Ongoing activity to promote and encourage use of data to enhance the quality of 'real' community intelligence we have eg datasets on the Bristol Open Data Platform: Real time air quality data, Real time traffic congestion data, River levels, Quality of Life survey results, etc. Procurement slipped, will now start in June 2016 to complete in October 2016.	31 October 2016	Katharine Rooney
				Investment in the data dome alongside At Bristol and Bristol University/UWE. This offers the opportunity to visualise data in 3 dimensions and provides a new way of looking at what's happening across the city. The BCC deal with this development is that communities will have the opportunity to explore how to use this facility to enable their view of the city and to explore key questions or issues. Open source tools have been produced to aid the production of content for the data dome. Seminars have been run with people and organisations interested in producing content. A 'Creating Content for the Data Dome' event was run as part of BBC Digital Bristol Week. Upcoming in October 2016 is a 'Hack the Dome' event sponsored by Microsoft.	Ongoing	Philip Higgins
				Future Cities is supporting a project led by the Knowle West Media Centre to develop a Citizen Sensing programme. This programme will explore the potential of communities as makers of sensors and as users of the accrued data in a new way, in order to inform both their own local action and that of the wider city. KWMC are currently piloting a series of programmes using the framework of The Bristol Approach (ensuring new technologies address needs and priorities of the people who will use them, particularly in communities that are in danger of 'being left behind' or excluded). Workshops have been held in neighbourhoods in south and east Bristol and brought together artists, create technologists and local people with concerns. Together, they will investigate if sensor technologies could be used to gather relevant data and how they could be 'deployed' in the communities that need them. KWMC and BCC are now running an activation phase to take The Bristol Approach to fruition by applying the framework in a number of community interventions.	Ongoing	Katharine Rooney

Risk Overview	Current Mitigations in place and working effectively	Responsible Officer	Further Actions Required	Time-frame for Action	Responsible Officer for Action
<b>6 Finance - Risk Owner: Julie Oldale</b>					
<b>Current risk:</b> Likelihood - Likely, Impact - Critical, Total Score 1	<b>Finance Team</b>		<b>Finance Team</b>		
<b>Target Risk:</b> Likelihood - Possible, Impact - Significant, Total Score 6	The Council employs a Service Director - Finance supported by the finance team to serve as s151 Officer, lead on financial planning and oversee delivery of a balanced budget. The finance team continually scans for new risks and issues affecting Council finances to ensure plans are updated to reflect these.	Nicola Yates/Julie Oldale			
<b>Risk Direction: Increasing</b> ↑	The number of interim managers in finance and turnover in s 151 officer has been an issue for the Council. An Interim Service Director - Finance/S151 Officer and interim team are in place to strengthen the finance service team.	Anna Klonowski / Julie Oldale	Complete Finance Restructure to fill all interim posts.	30 September 2016, revised from 31 December 2015	Julie Oldale/ Nicola Yates for s151 Officer Role
<b>Risk description:</b> Failure to deliver robust Financial Plans that will secure ongoing financial resilience to deliver statutory services and mayoral priorities.	A Finance Service Improvement/Project Plan has been put in place to ensure the work of the finance team is focussed and directed. Progress against this plan is monitored by Finance Management Team (FMT) and reported to Audit Committee.	Julie Oldale	Finance team to record financial risks and issues that get identified in a central Finance register to inform future (short and longer term) financial planning. FMT to oversee that list to determine extent of financial pressures etc. and effect on budget	31 July 2016	Finance Managers/ Finance Business Partners
<b>Cause:</b> Reductions in Government Grants/Subsidies or overreliance of grant funding. Poor revenue generation or collection. Budget Overspend Planned savings (efficiency or otherwise) not delivered (via Change Programme). Financial plans not robust or require amendment as circumstances change. Lack of action resulting from financial monitoring. Poor internal control and financial governance.	<b>Financial Plan Setting</b>		<b>Financial Plan Setting</b>		
<b>Consequences:</b> Budget deficit. Need to make unplanned reductions in services. Corporate objectives not met.	A 2016-17 budget and Indicative funding and spending plans for the period to 2019/20 were approved by the Council in February 2016. These were aligned to previous Mayoral vision and objectives and are in need of review following the May 2016 elections.	Nicola Yates/Julie Oldale	The 2016-17 savings plans are being reviewed to ensure delivery of a balanced budget through the Benefits Realisation Boards. Further details provided below.	31 July 2016	Julie Oldale/ Nicola Yates
<b>Horizon:</b> Short to Medium Term	A financial calendar is in place which sets out a detailed work programme of timetabled financial and corporate planning activity to ensure a cohesive and integrated approach to the setting and delivery of financial plans.	Julie Oldale	The Mid Term Financial Strategy 2017/18 – 2019/20 will be fully updated to take account of latest Spending Reviews and revised Mayoral Vision, including identification of a revised baseline and future years detailed saving plans.	30 June 2016 – 28 Feb 2017	Julie Oldale/ Nicola Yates
	In year changes to the budget or financial plan are centrally controlled and subject to Service Director - Finance approval.	Julie Oldale			
	The reserves of the Council are risk assessed as part of the annual budget cycle.	Julie Oldale			
	<b>Financial Plan Monitoring</b>		<b>Financial Plan Monitoring</b>		
	Budget managers across the Council are responsible for monitoring and forecasting delegated budgets every month. There is a need to strengthen budget manager skills.	All budget managers	The development of a self service portal within Cohort 4 will support managers with forecasting.	30 September 2016	Janet Ditte
	Quarterly budget monitors and monthly flash reports are provided to SLT, scrutiny and cabinet. These reports provide details of the revenue and capital budgets, treasury management activity, the reserves and bad debt positions.	Julie Oldale			
	Capital Programme Board routinely reassesses and challenges the capital commitment and project slippage. A project accountant is providing ongoing support to the Capital Board.	Barra Mac Ruairi	Further developments in timetabling will ensure closer integration with the corporate planning process.	30 September 2016	Barra Mac Ruairi
			Ongoing review of schools capital programme and funding linked to PFI arrangements for both education and leisure services. Awaiting Deloitte's report on schools PFI.	31 August 2016, revised from 30 September 2015	Michael Pilcher

Risk Overview	Current Mitigations in place and working effectively	Responsible Officer	Further Actions Required	Time-frame for Action	Responsible Officer for Action
	<b>Monitoring Savings</b>		<b>Monitoring Savings</b>		
	Change Board monitor the savings and costs of the change programme which has identified a budget gap in the overall delivery of the 3 year plan creating a budget deficit in 2016/17 until this is resolved. A benefits realisation board has been established to identify alternative solutions to close the gap.	Anna Klonowski / Julie Oldfield	Change Board is closely monitoring the impact of the delays to property/assets savings.	Ongoing	Robert Orrett/ Julie Oldale
	Change Board reports to SLT monthly and to Cabinet Quarterly	Anna Klonowski / Julie Oldfield			
	A project accountant is now assigned to the Change board to review the assumptions and outcomes to enable the gap to be addressed during 2016/17.	Jemma Prince			
	The City Director is holding Benefit Realisation Board meetings with every service manager to determine where further efficiencies can be delivered. These will inform updates to the 2016/17 savings plan and medium term financial strategy.	Nicola Yates/Julie Oldfield			
	A savings plan has been developed to manage demand and deliver £18.1m financial savings within the People Directorate. This will also inform the updates of the Medium Term Financial Strategy. A local monitoring group has been established within the Directorate	John Readman/Michael Pilcher	Finalise, implement and deliver the 26 elements of the People Directorate's saving plan over the next 4 years.	Ongoing	John Readman/Michael Pilcher
	<b>Finance Systems Improvement</b>		<b>Finance Systems Improvement</b>		
	The further delay of the new HR/Payroll module may impact on the delivery of 2016/17 savings within the Change Programme and impact the implementation of Cohort 4. Additional support is needed from the existing supplier to ensure continuity of service.	Richard Billingham/Julie Oldale	A fix is needed from the supplier. Project team is being enhanced to finalise the testing of the new modules to ensure all functionality can be tested efficiently once the fix is available. Additional support is being negotiated.	30 September 2016	Richard Billingham/Julie Oldale
	Inefficiencies in financial systems processing have been identified for resolution as part of Cohort 4 of the applied programme	Janet Ditte			
	<b>Significant Budget Pressures</b>		<b>Significant Budget Pressures</b>		
	The Finance team work with Directorate based staff to ensure that budget pressures are identified at an early stage and can be planned for. Currently significant budget pressures have been identified in relation to the following:	Finance Team/Directorate staff			
	Reduction in Housing Benefit subsidy due to increased use of temporary accommodation and exempt support accommodation. Additionally, a qualified subsidy claim in respect of 2014/15 is likely to recur for 2015/16 which will lead to further losses. These matters are being managed via the Directorate risk register but overseen by the Finance Business Partner. Financial impact circa £2.5M.	Patsy Mellor/ Finance Business Partner/ Tony Whitlock			
	Universal Credit/Welfare Reform. A project manager and team have been established to support understanding and impact of UC/WR. (See NH DRR)_Finance Business partners involved to ensure finance are sighted on the financial impacts. As yet unknown financial impact for BCC.	Patsy Mellor/ Finance Business Partner	To assess the impact of Welfare Reform changes on rent collection and council tax income and debt recovery.	Initial projections 31 March 2016 then ongoing as recovery analysis continues	Patsy Mellor/Sheralynn McCarthy
			Full Council Impact Assessment including possible impact on rent collection and Council Tax income and Debt Recovery	30 June 2016	Sheralynn McCarthy
	Mandatory Charitable Rates Relief. Current uncertainty around Health care trust and mandatory charitable relief. Issue is being managed by Business Rates team but monitored by Finance Team. National position including Counsel's Opinion from LGA is that claims unfounded. Claims received so far rejected.	Patsy Mellor/ Finance Business Partner	Response to rejected claims awaited.	Not known	Jo Hunt/ Martin Smith/ Anne Nugent/ Tony Whitlock/ Sheralynn McCarthy

Risk Overview	Current Mitigations in place and working effectively	Responsible Officer	Further Actions Required	Time-frame for Action	Responsible Officer for Action
<b>7 Educational Attainment - Risk Owner: John Readman</b>					
<b>Current risk:</b> Likelihood - Possible, Impact - Critical, Total Score 9	The City Council has an Education and Skills Service which is structured to enable Bristol City Council to both fulfil its statutory role of education provision and to ensure it can play a key role in education systems leadership and development across the City.	Paul Jacobs			
<b>Target Risk:</b> Likelihood - Unlikely, Impact - Critical, Total Score 6	The Trading with Schools Service is in place to provide support to schools in being self-improving and quality services. The service also provides a link between the Council and schools providing intelligence on schools performance and their contribution to achievement of the Council's statutory role of education delivery. An income strategy is in place.	Paul Jacobs	Develop the governance and business model further for Trading with Schools in the context of the Bristol Companies model and in partnership with schools	31st October 2016	Paul Jacobs/Jackie Turner
<b>Risk Direction: Decreasing</b> 	Inclusion and equalities policies have been established and a coherent Inclusion Strategy drafted that will ensure robust focus on equality of access and outcomes has been established.	Paul Jacobs	Implement SEND Development Plan and new Alternative Learning Commissioning Plan	31st August 2016	Paul Jacobs
<b>Risk description:</b> Failure to focus and prioritise resources to effect the changes necessary to ensure the equality of educational opportunities across all ages and all communities.	The Children and Families Board meet six times each year and focus on improving outcomes, with strategic oversight of priority areas and taking joint action accordingly. Membership of the Board is periodically refreshed and their terms of reference agreed. Work Programme agreed.	Paul Jacobs	Develop new Children and Families Plan to set out key priorities for the City with key partners	31st October 2016	Michele Farmer
<b>Cause:</b> Variation in needs of learners in different parts of the City. Variation in performance of City schools.	An effective plan to secure better outcomes for children in care and care leavers is in place and monitored by the Board.	Paul Jacobs	The Year 2 Improvement Plan of the Children Services Improvement Board to be implemented	31 July 2017	Paul Jacobs/Hilary Brooks
Strong private education sector in adjacent environment.	A Learning City Board has been established to strengthen school to school partnerships, focussing on outcomes and will focus on implementation of the recommendations following both the Education and skills Commission launch and the 14 – 19 action plans. It met for the first time in February 2015. Challenging groups are being set up. The Mayor has now declared 2016 'The Year of Learning' which will further raise the profile of this work.	Paul Jacobs	The Excellence in Schools group within Learning City partnership is being established to bring coherence to schools partnership in the City	30th September 2016	Paul Jacobs
<b>Consequences:</b> Inequalities are not addressed. Schools do not improve fast enough in both GCSE and A levels. Impairment of life chances for Bristol citizens i.e. reduced earnings capacity/lifelong dependency on benefits. Divided City. Reputation tarnished. Further schools are required to become academies as "coasting schools".	All aspect of education performance is regularly reviewed by the Directorate scrutiny commission. Links between Directorate scrutiny and that provided by the Learning City Board have been determined.	Paul Jacobs	The Challenge groups need to embed and wider communication and engagement secured with partners and more widely with citizens.	31 July 2017	Paul Jacobs
<b>Horizon:</b> Medium Term					

Risk Overview	Current Mitigations in place and working effectively	Responsible Officer	Further Actions Required	Time-frame for Action	Responsible Officer for Action
<b>8 Demographic and Service Pressures - Risk Owner: TBC/John Readman</b>					
<b>Current risk:</b> Likelihood - Possible, Impact - Critical, Total Score 9	<b>Commissioning and Procurement:</b>		<b>Commissioning and Procurement:</b>		
<b>Target Risk:</b> Likelihood - Unlikely, Impact - Critical, Total Score 6	The Council has an 'Enabling Commissioning' approach - a commissioning framework which requires all commissioning activity to operate around the whole 'commissioning cycle' (Analyse, Plan, Do, Review) ensuring a strong understanding of demand and user need, comprehensive market analysis and development, and rigorous management of contractual relationships with internal and external providers.	Service Managers	Develop our ability to market manage services and to respond to the changing dynamics of the provider market (irrespective of sector). This can be achieved by: <ul style="list-style-type: none"> <li>Improved commissioning intentions, with consideration of how we disclose our intentions to the market.</li> <li>Ensuring we always have clear commissioning strategies that articulate our future demands for service provision.</li> <li>Where applicable publish commissioning intentions which are regularly updated.</li> </ul>	September 2016 and ongoing	Procurement and Commercial Relations Manager/ All commissioning Service Directors
<b>Risk Direction: Neutral</b> ←→	The framework also provides decommissioning guidance for planning and managing a service reduction or terminating services in line with commissioning objectives.	Service Managers	Procurement and Commercial Relations Manager filled on an interim basis (pending external recruitment) and postholder to review initiatives and whether new tendering system is embedded and used to actively monitor and manage contracts across the Council.	September 2016 and ongoing	Procurement and Commercial Relations Manager
<b>Risk description:</b>	The provision of commissioned services is monitored to ensure the continued quality and delivery of those services. Where performance monitoring suggests services are not to standard, the delivery mechanism for those services is reviewed and appropriate action taken.	Service Managers	Commissioning intentions/ forward programme and a consolidated list for major projects published on the website and available via the new tendering system Proserve. Updated quarterly.	Ongoing	Procurement and Commercial Relations Manager
The Council fails to appropriately manage demand for its services and does not maximise all potential delivery methods to ensure that services are provided in the most cost effective way.	The Corporate Procurement Team also support commissioning officers, both in the technical procurement aspects of commissioning, but also to understand market shaping and market dynamics. They are also responsible for	Service Manager: Procurement (vacant)	In addition, commissioners and the procurement team are involved in early market engagement activities on a project by project basis and publishing more frequently "future opportunities" on the Contracts Finder site. A training day for major suppliers has been held.	Ongoing	Procurement and Commercial Relations Manager
<b>Cause:</b> Increased demand due to changing demographics. Lack of data intelligence to understand genuine demand. Lack of market management, and demand modelling. Changes in legislation that affective demand for services.	Disseminating commissioning and procurement best practice ,lessons learned and providing guidance / advice in respect of the EU, National and BCC procurement regulations and Ensuring contracting processes are transparent and fair, facilitating the involvement of the broadest range of suppliers.	Service Manager: Procurement (vacant)	Funding received from learning and development to run in conjunction with the Crown commercial services an early market engagement course. This was run on a "train the trainer" basis so that the best practice can be cascaded through the business. The cascade is ongoing.	Ongoing	Procurement and Commercial Relations Manager
<b>Consequences:</b> Significant cost escalation if we fail to manage demand. Potential for poor quality and inefficient services. Potential increase in time taken to deliver services. Damage to reputation if services not delivered properly.	Joint Commissioning opportunities with other major commissioning organisations both within the city and with neighbouring Councils are always explored and this is enabled through internal and external mechanisms such as such as the Health and Wellbeing board , Children's & Families board , West of England Local transport Body etc.	All Commissioning Managers	Ensure that all commissioners use the Enabling Commissioning Framework via the introduction of "checkpoints" to ensure consistency, best practice and appropriate strategic connections. Complete for Commissioners in People Directorate.	31 July 2016	Netta Meadows
<b>Horizon:</b> Medium - Long term	The City Council has recently reorganised, with renewed focus on commissioning in the largest directorate (People). Joint commissioning opportunities are always considered in order to bring together other major commissioning partners across the City. This is enabled via the Health & Wellbeing Board and the Children's & Families Board etc.	Netta Meadows	To continue to ensure that all commissioners use and understand the Enabling Commissioning Framework.	Ongoing	All Commissioning Service Directors
	In managing People Services demand, the whole care pathway is considered to enable an understanding of the key drivers that result in demand. The Council receives 'Better Care' funding, operates section 75 agreements and has pooled budgets with the CCG to help resource our management of demand.	Netta Meadows	Develop use of the digital services infrastructure including the Citizen Account (once developed) to ensure we have info to better understand service user needs to inform our strategies.	Ongoing	Dominic Mason
	<b>Understanding and Managing Demand:</b> Regular reviews of our Joint Strategic Needs Assessment (JSNA) are undertaken which informs our future commissioning by identifying trends, gaps and opportunities for improved outcomes. The process in delivering the JSNA has recently been refreshed to include a more explicit contribution from commissioners. Their involvement in the specification of the analysis ensures that commissioning decisions are based on appropriate trends and assessments of the future needs of a population. Public health specialists are now integrated into BCC, and will take a leading role in focussing the JSNA on the needs of commissioners and planners.	Mark Wakefield	<b>Understanding and Managing Demand:</b> Build capability in the Performance and Improvement Team over time to develop more sophisticated demand modelling techniques. This is evidenced by the team being more responsive to users of the team's outputs and better understanding of their needs. Also by aligning report requirement gathering to the implementation of business systems ensures new forecasting products can be delivered as business areas identify them.	31 March 2017	Mark Wakefield
	In depth analysis of demographic changes are regularly undertaken and core population data is systematically updated with every new data set released by the Office of National Statistics. A Quality of Life Survey is regularly undertaken to understand Citizens views of our services and this informs our understanding of service needs across the City.	Mark Wakefield			

Risk Overview	Current Mitigations in place and working effectively	Responsible Officer	Further Actions Required	Time-frame for Action	Responsible Officer for Action
	Bespoke demand models are developed in response to individual project and programme requirements, taking into account both demographic and service data. For example the building schools for the future programme.	Mark Wakefield	Through the Adult Social Care Strategic Plan Working Group, activity and contractual data is being merged into a wider finance model to understand the cost implications of demographics and practice facing Adult Social Care. This work will inform the development of the ASC Strategic Plan.		Mark Wakefield/ Michael Pilcher
	<b>Engagement</b> As part of contract management and commissioning we undertake consultation and engagement with service users, citizens, providers and stakeholders. This enables us to explore gaps in provision, quality and to co-produce where appropriate.	Service Managers	<b>Engagement</b>		
	<b>Care Management</b> Embedding the work to review our customer journey to help ensure an efficient and proportionate response to the extra demand for care and support including:	Stephen Beet, Phoebe Whishaw, Joe Maiura, Jane Stiddard	<b>Care Management</b> Applied Programme cohort 3 have plan for embedding of culture change to deliver 3 tier model, IAG and RAS projects through innovation sites. Applied Programme cohort 3 have plan for embedding of culture change to deliver 3 tier model, IAG and RAS projects through innovation sites. Culture Change programme with support of iMpower has been focussing on behaviours and values of the three tier model via a series of workshops with the Care and Support DMT and Team Managers. Innovation sites commenced in April 2016. Learning from Innovation Teams is being used to embed lessons learned and practitioner best practice.	Commence 1 January and throughout 2016	Stephen Beet, Phoebe Whishaw, Rob Logan, Jane Stiddard, Joe Maiura, Jayne Clifford
	Using the Three tier model for promoting independence and managing demand.	As above	Applied Programme cohort 3 Change Board - approved release of PMO resources to support development of IAG digital platform; on line self-assessment and recalibration of the RAS to start piloting in with Innovation teams. Further report to Change Board July 2016	31 July 2016	Mike Hennessey
	Establishing online tools for self-assessment and support planning.	As above	Care Act Steering Group overseeing delivery of transformation projects to deliver a social care system in Bristol that ensures the best possible customer experience for citizens, while managing demand and making best use of the resources available. Workstreams focussing across range of activities to support the Three Tier model monitored through Project Dashboard. Work is ongoing to ensure all social care transformation projects fully align with the Better Care Bristol programme and the BNSSG Sustainability and Transformation Plans under development led by NHS England.	Ongoing throughout 2016/17	Mike Hennessey
	Shifting the emphasis of practitioner work to support those who need help to complete their self-assessments and support plans, providing help to enable them to move on.	As above	Review 2015/16 Adult Care & Support cost savings plans to evaluate impact on year end and plan 16/17 savings plan. Resource Allocation System has been recalibrated to be fit for purpose for use by 90% of service users; supported by tools developing as part of iMpower work to support Three Tier model conversations by Innovation teams. Evaluation criteria have been developed for hard and soft measures and will be used to scale up projected savings in 16/17. RAS savings predict £1.6m. EY supported opportunities project savings of £4.5m in 16/17. Opportunities for savings are being taken through the Benefits Realisation Board (BRB) process.	Ongoing throughout 2016/17	Stephen Beet, Phoebe Whishaw, Joe Maiura, Jane Stiddard, Jayne Clifford
	Preventative approach supported by accessible Information, Advice and Guidance.	As above			
	Recalibration of the Resource Allocation System and embed consistent application.	As above			
	Support and training for practitioners to ensure a risk-enabled and proportionate approach to support people needing help.	As above			
	Review of Hospital Social Work to reduce delayed transfers of care through the use of 'Discharge to Assess' schemes and integrated discharge services which are now operating in both Acute Trusts.	As above			
	Social Care Practitioners in ED and additional OT support working with REACT team in ED in order to avoid unnecessary Admissions to Acute Hospitals.	As above			
	Budget Managers undertake regular reviews and forecasting. Use of area based pod meetings to understand specific budget pressures and trends. Monthly Analysis of budget matrix with accountants.	As above			

Risk Overview	Current Mitigations in place and working effectively	Responsible Officer	Further Actions Required	Time-frame for Action	Responsible Officer for Action
<b>9 Devolution - Risk Owner: Nicola Yates</b>					
<b>Current risk:</b> Likelihood - Likely, Impact - Significant, Total Score 10	There is commitment from the leaders of BCC and the 3 neighbouring authorities (BANES, South Gloucestershire and North Somerset) to the West of England Partnership to strengthen joint working arrangements for cross boundary working.	Nicola Yates	Following agreement between the Mayor of Bristol, Leaders of the three neighbouring authorities and HM Treasury to take a deal to each Council for consideration in June 2016 a joint plan is being developed with support from the Department for Communities and Local Government.	30 June 2016	Nicola Yates/ Patricia Greer
<b>Target Risk:</b> Likelihood - Probable, Impact - Significant, Total Score 8	A West of England Joint Leaders Board has been established and the constitution of each partner is being changed to reflect the roles and responsibilities of the Joint Leaders Board.	Nicola Yates	Active stakeholder management to continue at local and national level – ensure a clear stakeholder management strategy is in place.	30 April 2016	Nicola Yates/ Patricia Greer
<b>Risk Direction: Increasing</b> ↑	Informal briefing and information sharing sessions with the leaders of each partner are aimed at identifying and engaging shared ambitions across the region.	Nicola Yates	On 29 June Bristol City Council, along with Bath & North East Somerset and South Gloucestershire Councils, voted to move forward with the proposed devolution deal.	TBC	Nicola Yates/ Patricia Greer
<b>Risk description:</b> Failure of the Council to work with the neighbouring authorities and the community at large to maximise the benefits of the Government devolution agenda to the best advantage of the people of Bristol and across the West of England.	Effective governance arrangements are being developed to ensure the West of England partnership objectives progress as planned.	Nicola Yates	Planning is now underway to take this forward. Public consultation commenced 4 July for 6 weeks.	31 August 2016	Nicola Yates/ Patricia Greer
<b>Cause:</b> The Council does not engage with neighbouring authorities to deliver coherent plans for delivering the Government' devolution agenda across the West of England. The Council does not develop convincing proposals which are accepted by government.	A Local Enterprise Partnership (LEP) Board has been established and is now appropriately resourced to support the work of the Joint Leadership Board.	Nicola Yates			
<b>Consequences:</b> The people of Bristol do not benefit from the increases in funding and autonomy of decision making and local control associated with devolution.	The devolution project is underway with West of England Partnership, working with the business community to develop devolution proposals.	Patricia Greer/ Nicola Yates			
<b>Horizon:</b> Medium risk horizon - 1 to 5 years	The project has appropriate governance and reporting and sign off arrangements in place and is actively managing project risks. There are weekly briefings to SLT, weekly CEO meetings with Partnership counterparts and weekly meetings with the LEP CEO. Regular reports are presented to Strategic Leaders Board and West of England Joint Scrutiny	Patricia Greer/ Nicola Yates Patricia Greer/ Nicola Yates Patricia Greer/ Nicola Yates			

Risk Overview	Current Mitigations in place and working effectively	Responsible Officer	Further Actions Required	Time-frame for Action	Responsible Officer for Action
<b>10 Delivering Democracy - Risk Owner: Nicola Yates</b>					
<b>Current risk:</b> Likelihood - Possible, Impact - Significant, Total Score 6	Technical team of election specialists are in place who are responsible for the electoral register and delivery of statutory elections and referenda.	Nicola Yates	Pressure on staff being closely monitored with staff encouraged to take early holiday and other issues being dealt with on an individual basis. Now complete as main period of activity over.	Complete	Yvonne Dawes
<b>Target Risk:</b> Likelihood - Possible, Impact - Significant, Total Score 6	The team structure has been reviewed and additional appointments made. Team appointed since 1 March 2016.	Nicola Yates	Budget allocation agreed to cover 2016 shortfall. Further work to inform the budget requirement for the next 4 years to be fed into the long term financial model that will follow the current 3 year MTFS. Ten year budget requirement for the team being assessed.	Ongoing	Julie Oldale
<b>Risk Direction: Decreasing</b> 	There is a returning officer and deputy returning officer and electoral registration officer and deputy electoral registration officer appointed by full Council.	Nicola Yates	Member / (Prospective) Candidate briefings covering election matters and general Council information via meetings and email. Particular attention will be given to electoral integrity. Bulletin 5 issued end March 2016. Now complete.	Complete	Andrea Dell / Stephanie Bowen
<b>Risk description:</b> Failure to deliver statutory elections and comply with all legal requirements.	Board meetings held every 6 weeks and chaired by Nicola Yates with Section 151, Monitoring Officer and representatives from Communications & Marketing and Electoral Services attending. Planning for successful delivery is ongoing.	Nicola Yates	Further guidance on neutrality regarding referendum to be produced following liaison with legal. Now complete.	Complete	Shahzia Daya/Yvonne Dawes
<b>Cause:</b> Three elections taking place simultaneously: Police & Crime Commissioner, Mayoral, Whole Council elections for the first time. European in/out referendum follows a month later which increases the risk. The Council is not clear on what constitutes ultra vires acts in the use of Council resources by the Mayor and/or Councillors.	Recognition of whole Council responsibility for the elections, reinforced by the City Director being appointed as the returning officer.	Nicola Yates	Electoral Services will attend Electoral Commission briefings and supply live data for them to evaluate progress. Now complete.	Complete	Yvonne Dawes
<b>Consequence:</b> Disenfranchisement of the electorate. Financial implications of having to re-run elections. Reputational damage to the Council in terms of its operation and democratic legitimacy. Increased risk to staff from longer intense period of activity with annual canvas commencing 1 July.	It has been confirmed that BANES are co-ordinating the Police & Crime Commissioner election meaning BCC will be administering 3 elections, but not also oversee 1 for 9 councils, as BANES have taken on this role. However EU referendum confirmed for 23 June.	Nicola Yates	Monitoring position with regard to likely election for Metro Mayor following initial agreement to develop Devolution proposals. Planning for this to commence in December 2016 if election agreed for 2017.	31 December 2016	Yvonne Dawes
<b>Horizon:</b> Short to Medium term with elections taking place on 5th May 2016 and the counts following. Referendum on 23 June 2016 with count following	A venue for the election count has been identified at Park View and arrangements for the administration of this have been made including a sequential count.	Nicola Yates			
	Temporary contracts have been extended to end of June. Staff alerted for availability. Polling stations booked and recent (Feb 2016) ballot paper produced.				
	Monthly electoral registers required under the new statutory requirements have been published. Arrangements for subsequent editions are in place.	Nicola Yates			
	A clear policy on Councillor and officer conduct outside of the pre-election period was published in December. Briefings for candidates and officers ongoing.	Andrea Dell/ Stephanie Bowen			
	A Candidate Liaison Officer is in place to provide information about the council for candidates which will also assist to prepare them for office.	Andrea Dell/ Stephanie Bowen			
	The induction procedure for successful candidates has been reviewed and overhauled.	Andrea Dell/ Stephanie Bowen			
	Mayoral candidates will receive briefings from SLT	SLT			
	A meeting with the Police and Electoral Commission was held in December to discuss electoral integrity.	Yvonne Dawes			

Risk Overview	Current Mitigations in place and working effectively	Responsible Officer	Further Actions Required	Time-frame for Action	Responsible Officer for Action
<b>11 Trading Company Operations - Risk Owner: Barra Mac Ruairi, John Readman</b>					
<b>Current risk:</b> Likelihood - Possible, Impact - Critical, Total Score 9	The Council has agreed on 15th December 2015 (Cabinet) that we will use a Code of Practice to clearly set out governance arrangements for current companies which the Council is a Shareholder, and any future companies. Officers in the Portfolio Management Office are working with the Holding Company to develop a process by which any future company initiatives or opportunities can progress as part of the Councils change programme.	Barra Mac Ruairi/ John Readman	We haven't progressed other business formation opportunities through this yet. Which would include Change Board, the Holding Company, the Shareholder Group, Scrutiny and Cabinet as appropriate. When the first tranche of these takes place then the effectiveness of this process should be monitored and reviewed.	01 October 2016	Netta Meadows/ Bill Edrich (MD of Holding Company)
<b>Target Risk:</b> Likelihood - Unlikely, Impact - Critical, Total Score 6	A Shareholder Group has been established to advise the Mayor as Shareholder representative going forward. It is comprised of Cabinet, two SLT members (Barra Mac Ruairi, John Readman), two independent members (in the interim Audit Committee members) and the Chair of OSM as observer. Terms of reference have been established. As of 14th July AGM, appointments to the Independent Shareholder Advisor roles, and to 6 Independent Non-Executive Director roles within the companies will have will have been confirmed.	Netta Meadows	Recruitment of the FD for the Holding Company, and Business Development Officer is progressing and further action required to recruit permanently to key roles such as the MD of the Holding company.	01 October 2016	Netta Meadows/ Richard Billingham (Service Director: HR)/Shareholder
<b>Risk Direction Neutral</b> 	The Council has created a Client and lead Shareholder function to validate and examine key performance information. Client side lead officer Netta Meadows	Barra Mac Ruairi/ John Readman	Further action ongoing to ensure the appropriate officer structure in the client side which is fit for purpose given the nature of the Service agreements which are put in place following the outcome of the 11th August Cabinet decision regarding the future of Waste Services.	01 October 2016	Netta Meadows
<b>Risk description:</b> Successfully managing the trading companies where the Council is the majority Shareholder, or has an interest in the Company.	The success of the trading companies will be measured by their performance in delivering against the business plan. The first performance pack was presented at Holding Company in March and Shareholder Group 5 April. This includes both financial and non-financial information. The Annual Reviews and Annual Reports and Financial Statements have been produced for each of the companies and will be reviewed in detail at the AGM.	Bill Edrich	Further work is required and ongoing from within the companies to refine the reporting template to report against business plan. This work is planned in advance of the next report to the Shareholder Group in September 2016.	31 August 2016	Netta Meadows/ Bill Edrich
<b>Cause:</b> 1. Poor Governance arrangements. 2. Poorly managed governance between commercial rigour and democratic accountability.	The performance pack will be presented to SLT monthly and the Shareholder Group on a quarterly basis. Subsequently, updates and summary reports will be provided to Audit committee.	Bill Edrich	Arrangements to be made for topics to feed into the Audit Committee work programme.	31 August 2016	Netta Meadows
3. Failure to monitor performance and whether shareholder expectations are being met. 4. Unsound business cases for the creation of companies 5. Poor oversight between the company finances and the Council finances.	Updated business cases for Bristol Energy and Bristol Waste have been taken to the Shareholder Group and to Cabinet in December 2015. A business plan for each Company is submitted to the Shareholder Group for review and then to the Mayor in his role as Shareholder for approval annually.	Bill Edrich	The annual business plan process is programmed for September to December and is on track	September to December annually	Netta Meadows/ Bill Edrich
<b>Consequence:</b> The companies fail as economic enterprises and fail to deliver social and policy goals. Legal or regulatory failure.	Where the Council is to consider the suitability of a company to provide a council service, a business case will be presented and reviewed as part of that Cabinet Decision e.g.. The review of the Bristol Waste Business Case as part of the decision about the provision of Waste Services scheduled for 11 August 2016.	Barra Mac Ruairi/ John Readman	The Council should note that companies do fail, however as part of any company business plan development and the structures that have been put in place for monitoring there will be a orderly exit strategy developed	On-going as part of reporting cycle	Netta Meadows/ Bill Edrich (MD of Holding Company)
<b>Horizon:</b> Medium - Long term generally	For each Start Up Proposal, the most appropriate legal entity and governance arrangements will be considered and agreed by Cabinet (or by delegation) as part of the business case. Governance arrangements for each Council trading company set out the intention of the Council in the relationship it has with the trading company. This agreement has been approved by Cabinet and updated within the Code of Practice document.	Barra Mac Ruairi/ John Readman	The establishment of the Bristol Holding, along with the governance structures, commercial skill set and experience, legal advice, financial advice, investment advice and on-going report mechanisms provides a route for the Council to consider the establishment of companies from a commercial perspective coupled with its social and public sector ethos. Bristol Holding provides the Council with the most efficient from a tax, commercial, human resource and financial vehicle for rolling out future companies	On-going as appropriate	Barra Mac Ruairi/ John Readman
	Following the cabinet approval of the Energy Company business plan, finance and legal are currently working together to progress further financing arrangements that need to be put in place to support the Energy Company's ongoing operation. 2nd Tranche of funding has been transferred to support next phase of Business Plan delivery. Agreed processes to grant the Parental Guarantees and Credit support required for Bristol Energy trading operations are in development. Bristol Energy and Shareholder to monitor this at weekly trading risk meetings.	Julie Oldale	Further work required within the Finance Directorate to identify dedicated resource for progressing Credit and Collateral support requests.	31 October 2016	Julie Oldale
	Advice has been sought from an independent company of Stockbrokers to validate the mechanism for providing the second tranche of financial support to so that it does not breach state aid regulations. Advice complements the independent Legal advice previously sought and comprehensive due diligence assessment through PricewaterhouseCoopers including extensive market analysis	Julie Oldale	Advice to be incorporated in to Holding Company and Shareholder's assessment process for progressing company initiatives going forwards. In addition a training workshop from the stockbrokers will be arranged for September.	31 October 2016	Bill Edrich

	Risk Overview	Current Mitigations in place and working effectively	Responsible Officer	Further Actions Required	Time-frame for Action	Responsible Officer for Action
		The group of companies, Bristol Holding, Bristol Waste, Bristol Energy have appointed External Auditors to process end of year accounts.	Bill Edrich	Companies to set up a group Audit Committee and Remuneration committee under the Holding company in time for year end of 2016/17. This will be established once proposed NEDs and Independent Shareholder advisors are in place after 14th July AGM	31 March 2017	Bill Edrich



**Risk  
Management  
Policy**

**February 2016**

**The Golden Rules for  
effective risk management  
in Bristol City Council:**

**Being risk aware;** (not risk averse – some risks are worth taking in achievement of our objectives but just need careful management)

**Member/Senior Officer active ownership;**

**Keeping it simple;** (risk management is not difficult)

**Consistent methodology ;** (corporate processes & technology)

**Effective challenge and review.**



**V1.0**

# Risk Management Policy

- Section 1**      **Risk Management Policy Statement**
- Executive Summary
  - Attitude to Risk
  - Aims of Policy
  - Key Principles
- Section 2**      **Risk Management Approach**
- Definitions
  - Options for Managing Risk
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# 1.Risk Management Policy Statement

## Executive Summary

Bristol City Council views risk management as an integral part of good internal control and corporate governance. The way in which we manage our risks impacts our success in achieving our objectives, and in delivering services to the community. It has never been more important to ensure that we target our service delivery efficiently and cost effectively.

Risk management makes good business sense because management of risk is inseparable from effective management of performance. The benefits from an effective risk management framework are:

- better decision making
- improved customer service, and better outcomes
- improved strategic, operational and financial management, and value for money
- enhanced reputation, and securing trust from our stakeholders
- enhanced resilience
- continuity of knowledge
- improved compliance.

## Attitude to Risk

As a modern local authority, we are committed to delivering quality services to our citizens and communities. We are aware that risk arises as much from failing to capture opportunities when pursuing strategic and operational objectives as it does from a threat that something bad will happen.

Our over-riding attitude to risk is that it should be managed rather than avoided. Innovative solutions are encouraged, and while they often involve risk, they can be implemented with awareness and management of the risks that they carry.

## Aims of the policy

Introducing a robust system of risk management will help the Council to:

- deliver its objectives more effectively by aligning the processes for risk and opportunity management with those for performance review of strategic objectives
- sustain service improvement by prioritising cost effective actions to manage risk, and to exploit areas of potential
- minimise and manage unacceptable and avoidable errors and serious incidents, and minimise the Council's vulnerability to fraud and corruption
- develop a culture where risk management is an integral part of management
- uphold its reputation as a community leader, service provider, and employer.

## Principles

Risk Management needs to be part of how services are developed and delivered, and of how performance is monitored. The Council is committed to considering risk in all key management processes:

- policy and decision making
- strategic and service planning (at all levels)
- operational management
- implementing change
- business continuity planning
- project management
- partnership working
- health and safety arrangements
- performance management.

## Responsibility for Risk Management

This policy requires elected Members and officers alike to assist in, and take responsibility for, identifying, and controlling risk and opportunities (and better use of resources) in all their activities and areas of responsibility. A full description of roles and responsibilities is in section 5.

## 2. Risk Management Approach

### Risk Management – Important Definitions

**Risk** is the chance of something uncertain happening that will have an impact (positive or negative) on achievement of objectives

**Risk Assessment** is the measurement of the likelihood and impact on objectives, of an uncertain action or event

**Risk Management** is the planned and systematic approach to the identification, evaluation, prioritisation and control of risks and opportunities facing the Council.

### Options for Managing Risk

**Embrace** – take authorised advantage of opportunity risks, but apply safeguards

**Eliminate** – terminate the operation in full or just the part that gives rise to the risk

**Reduce** – implement additional controls to mitigate the risk

**Avoid** – terminate a course of action and implement an alternative action to that giving rise to the risk

**Transfer** – change ownership of the risk by insuring or outsourcing

**Accept** – take no action, accepting the current level of risk but reviewing regularly to ensure it remains acceptable

### Risk Appetite and Tolerance

The Council's general risk tolerance level is indicated in the risk matrix in section 3 below.

However the Council recognises that it must take risks. Indeed, only by taking risks can we work innovatively to achieve our aims and deliver beneficial outcomes to our

stakeholders. We must however, take risks with full knowledge and acceptance of the level of risk we are taking. The level of acceptable risk for each risk is recorded in the risk register as the 'target' risk level with actions intended to achieve that target level. It is acknowledged that due to the current environment of increasing budget restrictions there may be areas where we need to work within a higher level of risk than previously. A robust risk management framework should enable us to do that appropriately.

### Strategic Risk Framework

#### Risk Registers

The Council maintains registers for three different types of risk :

- **Strategic**  
ie the Corporate and Directorate Risk Registers, which record high level risks
- **Operational**  
ie the Service, Programme, Project, Partnership risk registers, which record risks affecting day to day operations and underpin the Directorate Risk Register
- **Associated risks**  
ie Health & Safety, Civil Protection and Business Continuity Planning, and Climate Change

Each register contains:

- the risk's description, causes, consequences, and timeframe (the risk 'horizon')
- the risk owner
- the controls in place to mitigate the risk, and residual risk remaining (current risk)
- the level of risk the Council is willing to accept in pursuance of its objectives (target risk)
- an action plan to change the level of risk to the accepted level, naming those responsible for delivery.

The **Corporate Risk Register (CRR)** contains risks:

- with an unacceptably high risk score on the risk matrix (see section 3)
- that could mean the Council will fail in achieving its key objectives.

The CRR is 'owned' by the Strategic Director - Business Change, who leads a quarterly review of the risks in the register before presenting it to the Strategic Leadership Team to challenge.

The Extended Leadership Team assists the Strategic Director - Business Change in the quarterly review of the CRR by:

- providing a forum for open and challenging risk discussions
- critically reviewing the information in the risk register for currency and accuracy
- providing continuity of understanding and escalation of risks from Directorate Risk Registers to the CRR.

In addition, views of other key officers are sought at each CRR review including the Chief Internal Auditor, the Performance Manager, Business Resilience, and the Insurance Officer to aid a thorough risk identification process.

The **Directorate Risk Registers (DRR)** detail risks faced by each Directorate in delivering their Directorate Plan.

These registers are owned by the relevant Strategic Directors, and are reviewed quarterly by Directorate Leadership Teams. When reviewing the DRR regard is also had to the CRR and how any actions taken at Directorate level impact on it.

Where a Directorate Risk has a corporate impact and management across the Council needs to understand its role in managing the risk, the issue is escalated to the CRR. In such circumstances, the Audit Manager - Risk should be advised who will ensure that

the issue is included in the CRR and is included in ELT discussion.

### **Decision Making**

Reports to the Cabinet and Strategic Directors requiring decisions are supported by risk assessments to inform decisions.

### **Scrutiny and Review of Strategic Risks:**

Review of risks is one of 4 essential elements of risk management:



### **Corporate Risk Register:**

The **Audit Committee** provides independent assurance on the effectiveness of risk management and internal control. It fulfils this responsibility by scrutinising the CRR every six months, as does the Executive Board and Assistant Mayor with Responsibility for Financial Matters.

### **Directorate Risk Registers:**

**Directorate Scrutiny Commissions** scrutinise each DRR every six months. However, should risks change significantly in the intervening period, the Commission will scrutinise the registers quarterly.

The Audit Committee will receive the DRR and confirmation of their scrutiny every year to provide assurance that DRR reviews are taking place.

### **Operational and Associated Risk Registers:**

Service and team level risks will be reviewed on a quarterly basis at the Divisional Management Team meetings; and will form an integral part of the review process for Service and Team Plans. It is the responsibility of service managers to

monitor and if necessary escalate risks to Service Directors.

Change Programme and Project risk will be monitored as part of the governance

arrangements at the relevant Board meetings on a regular basis. Specialist risk registers are maintained for 'associated' risk.

### 3. Risk Analysis

Once risks have been identified they need to be assessed and prioritised using the following risk matrix. The matrix measures the potential impact and the likelihood of the risk, prioritising risks for review and action:

<b>Likelihood</b>	6	Almost Certain	6	12	18	24
	5	Likely	5	10	15	20
	4	Probable	4	8	12	16
	3	Possible	3	6	9	12
	2	Unlikely	2	4	6	8
	1	Almost Impossible	1	2	3	4
			Marginal 1	Significant 2	Critical 3	Catastrophic 4
			<b>Impact</b>			

The matrix should be used to assess whether the current level of risk is acceptable. If it is not an action plan is needed. Where the level of risk falls outside of the green areas, risks may need escalation to a Directorate or the Corporate Risk Register as determined by the DLT/SLT/ELT, particularly where current risk levels are in the red or purple areas. This will ensure SLT and Members are aware of the highest risks and are comfortable to be working at such levels of risk.

In measuring the likelihood of a risk, the following guidance should be used:

## Assessment of Likelihood Guidance

	Likelihood	Likelihood Descriptors	Numerical likelihood
1	Almost impossible	This will probably never happen	Less than 1%
2	Unlikely	Do not expect it to happen, but it is possible it may do so	Less than 25%
3	Possible	Might happen on rare occasions	Less than 50%
4	Probable	Probably will happen on rare occasions	50% or more
5	Likely	Probably will happen at regular intervals	75% or more
6	Almost certain	Surely will happen and possibly frequently	99% or more

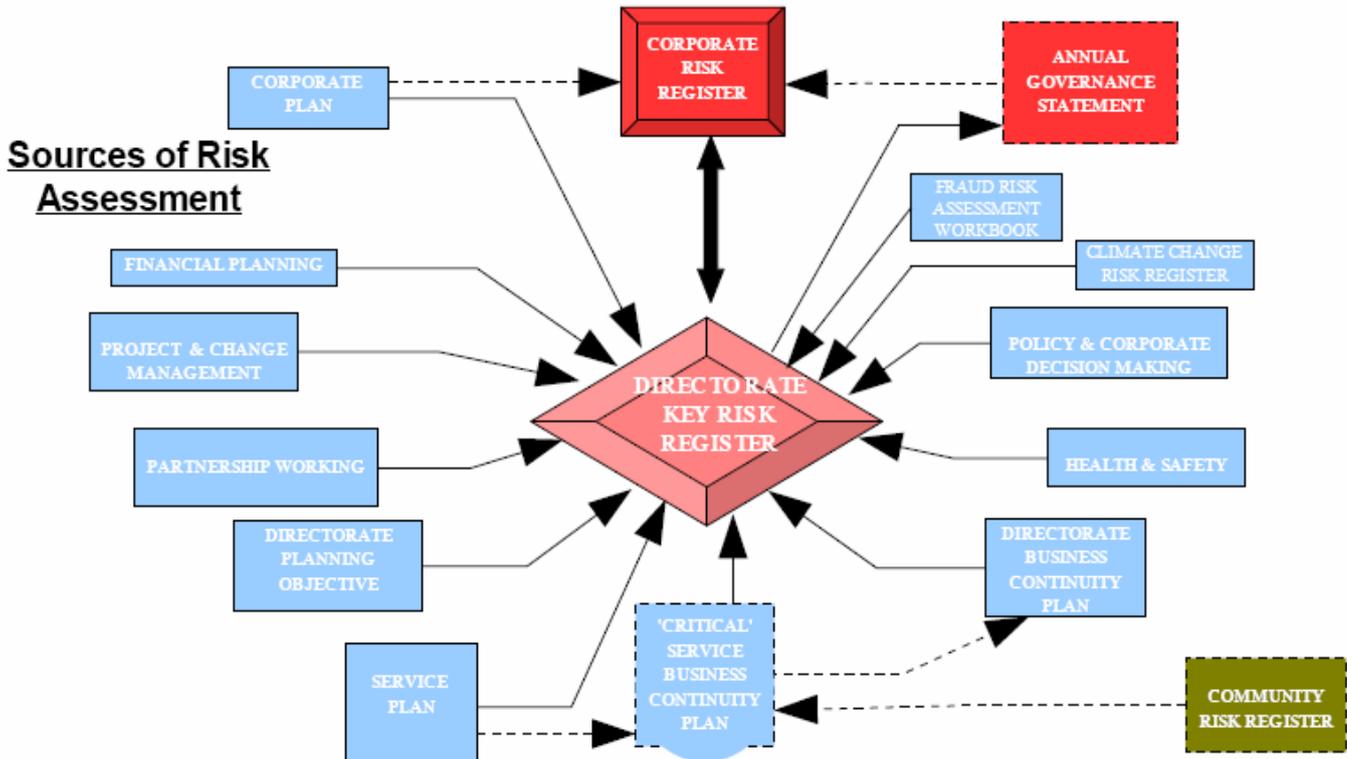
In *measuring the impact of the risk*, the following table should be used:

## Assessment of Impact Guidance

		Effect on service provision	Potential Financial loss/gain	Potential Fraud & Corruption loss	Reputation	Legal	Environmental	Communities	Personal safety
1	Marginal	Very limited effect (positive or negative) on service provision. Impact can be managed within normal working arrangements	Under £0.5m	Under £50k	Minimal and transient loss of public trust. Contained within the individual service	No significant legal implications or action is anticipated	No effect (positive/negative) on the environment/community	Minimal effect on community	Minor injury to citizens or staff may result or can be prevented.
2	Significant	Noticeable and significant effect (positive or negative) on service provision. Effect may require some additional resource, but manageable in a reasonable time frame.	Between £0.5m - £5m	Between £50k - £100k	Significant public 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.	Tribunal/ BCC legal team involvement required (potential for claim)	Short term effect (positive or negative) on the natural and or built environment.	Short term effect (positive or negative) on a small number of vulnerable groups/ individuals	Significant injury or ill health of citizens or staff may result or be prevented.

3	<b>Critical</b>	<p>Severe effect on service provision or a corporate Plan priority area. Effect may require considerable additional resource but will not require a major strategy change.</p>	Between £5m - £10m	Between £100k - £1m	<p>Serious potential for enhancement of or damage to reputation.</p> <p>Dissatisfaction regularly reported through Council Complaints procedure.</p> <p>Higher levels of local or national interest.</p> <p>Higher levels of local media/social media interest.</p>	Criminal prosecution anticipated and or civil litigation.	Serious local discharge of pollutant or source of community annoyance that requires remedial action.	Medium term effect (positive or negative) on a significant number of vulnerable groups/ individuals.	Major injury or ill health of citizens or staff may result or be prevented. Long term disability/absence from work.
4	<b>Catastrophic</b>	<p>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.</p>	More than £10m	More than £1m	<p>Highly significant potential for enhancement of or damage to reputation</p> <p>Intense local, national and potentially international media attention.</p> <p>'Viral' on line social media</p> <p>Public enquiry or poor external assessor report.</p>	Criminal prosecution anticipated and or civil litigation (> 1 person)	Lasting effect on the natural and or built environment.	Lasting effect positive or negative) on a significant number of vulnerable groups/ individuals.	(Avoidable) Death of citizens or staff may result or be prevented. Long term disability/absence from work.

## 4. Framework for Managing Risk – Illustration:



## 5. Roles & Responsibilities

The roles and responsibilities of individuals and groups in implementing the Risk Management Policy are:

MEMBERS	
Group/Individual	Responsibilities
1. Mayor and Cabinet	<ul style="list-style-type: none"> <li>ensure consideration of risk in decisions</li> <li>Mayor to sign the Annual Governance Statement as an accurate reflection of internal control, risk management and governance.</li> </ul>
2. Assistant Mayor with Responsibility for Financial Matters	<ul style="list-style-type: none"> <li>oversee Corporate Risk Register updating and monitoring</li> <li>oversee quality assurance of risk management.</li> </ul>
3. Executive Board	<ul style="list-style-type: none"> <li>consider risks associated with decisions, arising from reports submitted</li> <li>six monthly review of the Corporate Risk Register.</li> </ul>
4. Scrutiny	<ul style="list-style-type: none"> <li>six monthly review of Directorate Risk Registers, or quarterly where risks change significantly.</li> <li>challenge decisions made by the Cabinet where risks have not</li> </ul>

	been considered.
5. Audit Committee	<ul style="list-style-type: none"> <li>• review and approve the Risk Management Policy</li> <li>• provide independent assurance to the Council on the effectiveness of risk management and internal control by: <ul style="list-style-type: none"> <li>○ scrutinising the Corporate Risk Register every six months to ensure it is reflective of the strategic risks to the delivery of the Council's objectives</li> <li>○ scrutinising the Annual Governance Statement to ensure it is a correct reflection of internal control, risk management and governance</li> <li>○ receiving reports from Internal Audit, External Audit and other inspection bodies indicating weakness in internal control, risk management or governance.</li> </ul> </li> </ul>
<b>OFFICERS</b>	
<b>Group/Individual</b>	<b>Responsibilities</b>
6. City Director and Strategic Leadership Team	<p>Overall responsibility to:</p> <ul style="list-style-type: none"> <li>• ensure the Annual Governance Statement is an accurate reflection of internal control, risk management and governance (City Director to sign)</li> <li>• oversee corporate and cross cutting risks, and resolve conflicts and competing demands for resources.</li> </ul>
7. Strategic Director – Business Change	<ul style="list-style-type: none"> <li>• own the Corporate Risk Register, oversee its updating and monitoring</li> <li>• lead a periodic review of Corporate Risks with the Strategic Leadership Team, and the Executive Board.</li> </ul>
8. Strategic Director Neighbourhoods	<p>Overall responsibility for Civil Contingency and Business Continuity Planning, (informed by the Corporate Risk Register, Directorate Risk Registers and by liaison with Civil Protection Unit), and:</p> <ul style="list-style-type: none"> <li>• act as the Business Continuity lead officer</li> <li>• ensure that strategic decisions do not undermine organisational resilience, or adversely affect the ability of the Council to respond, and maintain the delivery of critical services, during emergencies and disruptions.</li> <li>• act as the Senior Information Risk Owner (SIRO) for the Council</li> </ul>
9. Strategic Directors	<p>Overall responsibility to ensure that:</p> <ul style="list-style-type: none"> <li>• effective risk management exists in their directorate</li> <li>• that actions to deliver agreed risk mitigations are clearly identified in the relevant directorate/service/team plans, and through this to individual "My Performance" objectives.</li> <li>• the Directorate Risk Register is maintained, is reviewed quarterly by the Directorate Leadership Team, and six monthly by the Directorate Scrutiny Commission</li> <li>• key decision reports contain a balanced and considered risk assessments</li> <li>• key risks to directorate and service plans are identified, owned and</li> </ul>

	<p>managed to maximise achievement of objectives, and contingency planning and business continuity arrangements are resourced and reviewed</p> <ul style="list-style-type: none"> <li>• risks are considered for all key operations, including Partnership working</li> <li>• key fraud and corruption risks are considered as part of the Directorate Risk Register</li> <li>• approve actions/plans with residually high risk ie those outside the City Council's risk tolerance and where necessary are escalate to SLT</li> <li>• directorate training plans reflect risk management issues</li> <li>• officers understand and comply with the requirements of the Risk Management Policy Statement and related guidance.</li> </ul>
10. Monitoring Officer	Provide assurances regarding overall legal risk management of the Council for the Annual Governance Statement and input to risk registers as required.
11. Service Director: Finance	Identify and monitor key revenue budget and capital programme risks. Ensure appropriate external insurance cover, and as s151 Officer provide assurances regarding overall financial risk management of the Council for the Annual Governance Statement, signing the statement.
12. Service Directors, third and fourth tier/Service Plan(s) managers	<p>Ensure that risks to services are properly managed and that:</p> <ul style="list-style-type: none"> <li>• service team risk registers are maintained as needed and reviewed regularly</li> <li>• any significant new risks identified through the business planning process are fed through to the line manager, and escalated for consideration by the Directorate Leadership Team</li> <li>• the Risk Management Framework is embedded in their Service areas, and that staff are aware of the underlying risk management principles.</li> <li>• that delivery of mitigations is clearly identified through the business planning process.</li> </ul> <p>Report all fraud and corruption incidents to the Chief Internal Auditor to inform fraud risk assessment and management.</p>
13. Internal Audit	<p><u>As Risk Managers:</u></p> <ul style="list-style-type: none"> <li>• support the roll-out of a risk management framework across the Council</li> <li>• facilitate review and challenge of the Corporate Risk Register</li> <li>• provide advice, support, and training on risk management (including to Members)</li> <li>• report progress with risk management to Members, particularly the Audit Committee, and to Strategic Directors</li> <li>• help formulate the risk management strategy</li> <li>• arrange for the annual review of the risk management policy.</li> </ul> <p><u>As Auditors:</u></p> <ul style="list-style-type: none"> <li>• plan audit work to take into account key risks, and how effectively they are managed so as to providing assurances for the Annual Governance Statement and the Corporate Risk Register</li> </ul>

	<ul style="list-style-type: none"> <li>• undertake periodic reviews of the effectiveness of risk management</li> <li>• undertake proactive fraud prevention and detection work based on an assessment of fraud risk to the Council</li> <li>• prepare, on behalf of the Mayor and City Director, the Annual Governance Statement.</li> </ul>
14. Civil Contingency Manager	<p>Ensure:</p> <ul style="list-style-type: none"> <li>• service continuity risks affecting a critical service are addressed in a Business Continuity Plan, and reflected in the Directorate Business Continuity Plan</li> <li>• the Directorate Leadership Teams are aware of emerging new high risks to business continuity planning.</li> </ul>
15. Performance Improvement Team	<ul style="list-style-type: none"> <li>• Supporting the development of strategic and service planning which ensures robust consideration of risk.</li> </ul>
16. Councillor(s) Support Officers	<ul style="list-style-type: none"> <li>• Monitor inclusion of a risk assessment in all reports to Cabinet requiring a decision.</li> </ul>
18 Civil Protection Unit	<ul style="list-style-type: none"> <li>• Ensure Corporate Continuity Planning takes account of risks in the Corporate, Directorate and Service Planning Risk Registers, as well as external risks in the Community Risk Register.</li> <li>• Promote and assist contingency planning and business continuity at Corporate, Directorate and Service Delivery level to mitigate risks outside the Council's risk tolerance.</li> </ul>
19 Corporate Safety Team	<ul style="list-style-type: none"> <li>• Provide technical and advisory assistance to Strategic Directors, Managers and staff to promote and maintain effective safety, health, and welfare services.</li> <li>• Conduct audits of health and safety arrangements, including the completion of Health and Safety risk assessments.</li> </ul>
20. All Staff	<p>Be familiar with the Risk Management policy.  Maintain an awareness of risks, and feed into the formal processes, including alerting management to:</p> <ul style="list-style-type: none"> <li>• risks which are inappropriately managed, or the level of current (residual) risk is unacceptably high</li> <li>• incidents or near misses.</li> </ul>

## 6. Further Guidance

- [Risk management](#) intranet Source pages