

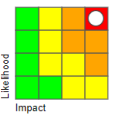



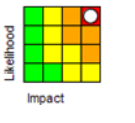
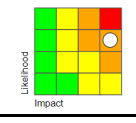

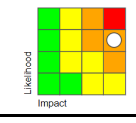
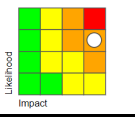
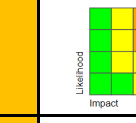

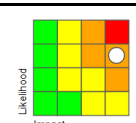
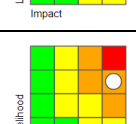

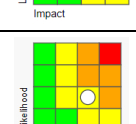
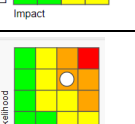

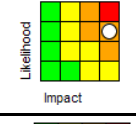

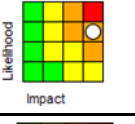

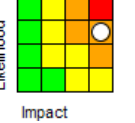
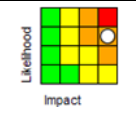

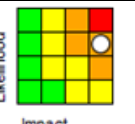


Appendix A1 – Corporate Risk Register Q2 2024-2025 as at August 2024

Threat Risk Performance Summary

Risk	Page Number	Q3 Rating (23/24)	Q3 Matrix (23/24)	Q4 Rating (23/24)	Q4 Matrix (23/24)	Q1 Rating (24/25)	Q1 Matrix (24/25)	Q2 Matrix (24/25)	Q2 Rating (24/25)
CRR60 - Failure of HRA stock to meet landlord statutory obligations, the decent homes standard and consumer standards leading to death / serious injury and/or regulatory enforcement action	25	21 		28 		28 			28 
CRR9 - Possible Failure of Safeguarding Vulnerable Children	6	21 		28 		28 			21 
CRR10 - Safeguarding Adults may be at Risk with Care and support needs.	7	21 		21 		21 			21 
CRR12 - EPRT ability to prepare for and respond to emergencies / incidents could be overwhelmed	8	21 		21 		21 			21 
CRR15 – Possible In-Year Financial Deficit	11	21 		10 		21 			21? 
CRR48 - We may not be able to meet the affordable housing needs of the City by failing to meet the Project 1000 Delivery targets.	15	21 		21 		21 			21 
CRR51 – ASC may be financially unsustainable due to national and local NHS pressures, leading to a failure to deliver statutory duties	16	21 		21 		21 			21 
CRR52 - Failure to manage and evidence compliance with the Building Safety Act 2022 obligations in HRA stock leading to death / serious injury and/or regulatory enforcement action	17	21 		21 		21 			21 

Appendix A1 – Corporate Risk Register Q2 2024-2025 as at August 2024

Risk	Page Number	Q3 Rating (23/24)	Q3 Matrix (23/24)	Q4 Rating (23/24)	Q4 Matrix (23/24)	Q1 Rating (24/25)	Q1 Matrix (24/25)	Q2 Matrix (24/25)	Q2 Rating (24/25)
CRR56 – Potential threat to the ASC Care Quality Commission (CQC) Assurance Preparedness and Rating	21	21 		21 		21 			21
CRR58 - Possible failure to adequately maintain and replace the Highway, Traffic, Parking and Docks infrastructure assets	23	21 		21 		21 			21
CRR61 - Failure to manage the requirements set out under the Construction Design Management framework may cause serious injury to the workforce and others and slow the delivery of the Capital Programme	28	N/A		21 New		21 			21
CRR62 - Possible failure to manage the deficit of the Dedicated Schools Grant by March 2026 will have a severe impact on the council's funding of all services for the community.	29					21 New			21
CRR7 - Potential Cyber Security Issues	5	20 		20 		20 			20
CRR37 – Homelessness and the subsequent cost of providing suitable affordable accommodation may affect long-term outcomes	12	20 		20 		20 			20
CRR43 - Lack of progress for Mass Transit may have on Impact on the city	13	20 		20 		20 			20
CRR45 - Potential failure to deliver statutory duty in respect of Children	14	20 		20 		20 			20

Appendix A1 – Corporate Risk Register Q2 2024-2025 as at August 2024

Risk	Page Number	Q3 Rating (23/24)	Q3 Matrix (23/24)	Q4 Rating (23/24)	Q4 Matrix (23/24)	Q1 Rating (24/25)	Q1 Matrix (24/25)	Q2 Matrix (24/25)	Q2 Rating (24/25)
CRR55 - Children placed in unregistered provision may be at risk	20	28 		28 		28 		20 	
CRR59 - Failure to deliver timely statutory planning decisions	24	20 		20 		20 		20 	
CRR13 - Possible Financial Framework and Medium-Term Financial Plan (MTFP) Failure	13	21 		15 		15 		15 	

Threat Risks Recommended for De-escalation from Corporate Risk Report




Risk	Page Number	Q3 Rating (23/24)	Q3 Matrix (23/24)	Q4 Rating (23/24)	Q4 Matrix (23/24)	Q1 Rating (24/25)	Q1 Matrix (24/25)	Q2 Matrix (24/25)	Q2 Rating (24/25)
CRR53 - Increased social worker and occupational therapists vacancies and sickness rates may result in vulnerable adults care being compromised	18	20 		20 		15 		15 	
CRR57 -- Possible procurement breaches and compliance with procurement rules & legislation	22	20 		15 		9 		6 	

New Threat Risks Recommended for Escalation to Corporate Risk Report

Risk	Page Number	Q2 Rating (23/24)	Q2 Matrix (23/24)	Q3 Rating (23/24)	Q3 Matrix (23/24)	Q4 Rating (23/24)	Q4 Matrix (23/24)	Q1 Rating (24/25)	Q1 Matrix (24/25)
CRR63 - Possible failure to have appropriate insurance cover may lead to budget shocks from Council self-funding losses.	31							21 New	


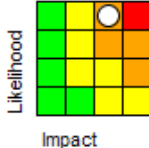

Appendix A1 – Corporate Risk Register Q2 2024-2025 as at August 2024

Risk Trend Key


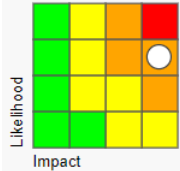
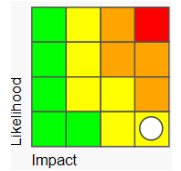
Arrow	Description
	The risk rating has improved from the previous quarter, having reduced in its severity.
	The risk rating has deteriorated from the previous quarter, having increased in its severity.
	The risk rating has not changed from the previous quarter.

Appendix A1 – Corporate Risk Register Q2 2024-2025 as at August 2024


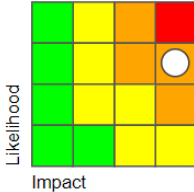
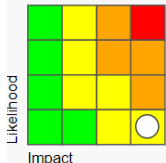
Threat Risks

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p>Risk Title: CRR7 – Potential Cyber Security Issues</p> <p>Description: The Council's risk level in regard to Cyber-security is higher than should be expected.</p>	<p>Constant</p> 	<p>20</p> <p>Likelihood = 4 Impact = 5</p>		<p>10</p> <p>Likelihood = 2 Impact = 5</p>	
<p>Risk Causes:</p> <ul style="list-style-type: none"> • Lack of investment in appropriate technologies. • Reliance on in-house expertise, and self-assessments (PSN). • Lack of formal approach to risk management (ISO27001). • Historic lack of focus. <p>Risk Consequences:</p> <ol style="list-style-type: none"> Information security incidents resulting in loss Information security incidents resulting in loss of personal data or breach of privacy / confidentiality. Safeguarding data breach impacting on safety of vulnerable child or adult. Risk of breaching the regulations, and being subject to penalties/fines - Regulations Fines increasing from up to £500,000 to 10-20m Euros of 4% of global turnover, enforced by the Information Commissioners Office on behalf of the European Union. Increased litigation. Reputational damage. 	Existing Controls		Mitigating Actions		
	Control		Action Title	Due Date	Progress
	1. Phishing attack exercises - As well as technical controls, the Council continues to carry out regular Phishing attack exercises where we are sending emails to staff to see how users react to this type of Cyber Attack. Anyone clicking on links is directed towards targeted training.		Implement audit actions with oversight by IG Board	January 2025	95%
	2. Targeted Training of employees – The Information Governance and ICT team will continue to work together to support the SIRO to develop appropriate targeted training for all Council staff relating to cyber security. developed by IG and ICT Teams				
	3. Technical controls		Funding application for XDR and Resources (NEW)	April 2025	0%
4. Security team training					
Risk Owner(s): Chief Executive, Senior Information Risk Owner (SIRO).					
Committee: Strategy and Resources	Summary of Progress.				
Strategic Theme: Our Organisation	Discussion at CLB have agreed a risk appetite (of Cautious) for Cyber, and potential for investment to tackle the risk. Limited investment over the past number of years (and reduction in resources) has prevented us effectively reducing this risk. Maturity assessment has been conducted that puts us behind our peers in terms of our level of cyber maturity. Combined this with the growing number of cyber incidents globally, it is not possible for us to reduce likelihood from 'almost certain' at this time. Score of 20 remains constant.				


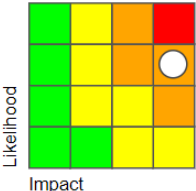
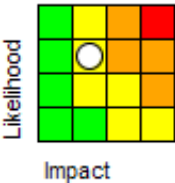
Appendix A1 – Corporate Risk Register Q2 2024-2025 as at August 2024

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p>Risk Title: CRR9 - Possible Failure of Safeguarding Vulnerable Children</p> <p>Description: The council fails to prevent increased risk of harm to children, resulting in harm or death to a vulnerable child.</p>	<p>Improving</p> 	<p>21</p> <p>Likelihood = 3 Impact = 7</p>		<p>7</p> <p>Likelihood = 1 Impact = 7</p>	
<p>Risk Causes:</p> <ul style="list-style-type: none"> -Demand for services exceeds service capacity and capability.; Inadequate controls result in harm. -Increase in child protection, complex safeguarding risks, criminal exploitation, serious youth violence and gang affiliation.; Hidden harm resulting from periods of lockdown, increased stress in families and service disruption during COVID -Placement failure due to COVID infection across children's home or fostering households. -An increase in demand of 6% evident across care population - specific pressures are clear for teenagers and unaccompanied children requiring our care. <p>Risk Consequences</p> <ul style="list-style-type: none"> • Harm - serious injury or death of a children • Regulatory enforcement action • Litigation • Other unpredicted financial cost to the Local Authority 	Existing Controls		Mitigating Actions		
	Control	Action Title	Due Date	Progress	
	Director of Children's Services quarterly assurance report to Corporate Leadership Board	Working with other Councils	March 2025	65%	
	DfE funded Consultant reviewing response to extra familial harm	Our Families Transformation Programme	March 2025	20%	
Inspections and Peer Reviews	Child Safeguarding Practice Reviews (NEW)	Jan 25	0%		
Multi Agency Preventing Violence Board					
Quality assurance and performance framework in place.					
Strategic Risk Assurance					
The Keeping Bristol Safe Board provides independent scrutiny of children's safeguarding and safer communities' arrangements in the city and holds BCC and partner agencies to account.					
	Summary of Progress:				
	This risk has reduced as we have increased the mitigations in place since the previous risk assessment. We have undertaken work as a partnership to respond to youth violence within the city. We have established partnership locality meetings that ensure the voice of local neighbourhoods influence the response. We have established a KBSP Preventing Serious Violence Partnership Group which has oversight of this work and drives the plan. The voice of children and young people and neighbourhoods are prioritised within this group. We have employed a consultant through DfE funding to support the delivery of our work and have piloted meetings to discuss and plan for the children we are most worried about. We have initiated Child Safeguarding Practice Reviews in relation to the deaths and serious injury of our adolescents and the three young children who died in Sea Mills.				
Risk Owner(s): Executive Director Children and Education					
Committee: Children and Young People					
Strategic Theme: Our Organisation, Empowering and Caring, Wellbeing.					

Appendix A1 – Corporate Risk Register Q2 2024-2025 as at August 2024

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p>Risk Title: CRR10 - Safeguarding Adults may be at Risk with Care and support needs.</p> <p>Description: The council fails to ensure adequate safeguarding measures are in place for adults at risk.</p>	<p>Constant</p> 	<p>21</p> <p>Likelihood = 3 Impact = 7</p>		<p>7</p> <p>Likelihood = 1 Impact = 7</p>	
<p>Risk Causes: Demand for services exceeds capacity and capability leading to potentially unsafe practice. Significantly reduced workforce leading to inadequacy of controls and absence of proactive early intervention and prevention activity. Increases in demand</p>	Existing Controls		Mitigating Actions		
	Control		Action Title	Due Date	Progress
<p>Risk Consequences: Financial damage Legal liability Death Inadequate information sharing. Failure to meet the requirements of the 'Prevent Duty' placed on Local Authorities. Increased destitution in families, impacting on mental ill health, managing increased infection within the population. Increase identification of self-neglect and complexity. Carer strain leading to family/carers breakdown. Reputational damage</p>	<ul style="list-style-type: none"> Annual report shared with Elected Members to allow for scrutiny of progress of the Keep Bristol Safe Partnership (KBSP). Improved Data through PowerBI – capturing safeguarding concerns feeding into monthly management operational meetings. Review of Safeguarding Standard Operating Procedures. Risk Enablement Procedure and tools. Safeguarding Discussion Forum – multi-agency held monthly – sharing information on high risk/complex cases. Serious Incident Process. Training for all key staff in the essentials of safeguarding. 		Deliver safeguarding hub	Dec 24	30%
			Development of Multi Agency Safeguarding Hub (MASH) (NEW)	Dec 24	5%
<p>Risk Owner(s): Executive Director Adult and Communities, Director Adult Social Care.</p>					
<p>Committee: Adult Social Care</p>	<p>Summary of Progress: Risk remains although positive steps are being taken to reduce waiting times and use data to manage and prioritise risk. There is now a small safeguarding hub team set up to undertake enquiry work, and reduce the numbers of people waiting for a safeguarding response. We have already cleared the backlog of safeguarding referrals at the front door and we now focus on achieving similar in our front line assessment teams. We have also implemented a new quality assurance framework to ensure better strategic oversight of safeguarding risk.</p>				
<p>Strategic Theme: Strategy Theme: Our Organisation, Empowering others and Caring, Fair and Inclusive, Well connected, Wellbeing.</p>					


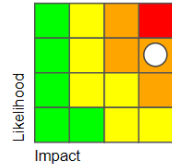
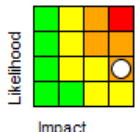
Appendix A1 – Corporate Risk Register Q2 2024-2025 as at August 2024

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p>Risk Title: CRR12 - EPRT ability to prepare for and respond to emergencies / incidents could be overwhelmed</p> <p>Description: The ability of BCC to meet its statutory duties as a category one responder under the Civil Contingencies Act 2004, to be prepared for and respond to a Major Incident or emergency which exceeds the response capacity of the EPRT resource (2.5 FTE). This risk is two fold; 1.Preparedness – identifying the required capabilities and resources to respond to such impacts, at a tactical and strategic level, from likely risks/hazards/threats, as well as training and exercising the organisation to deliver such during an emergency. 2. Response - In the case of Major incidents / emergencies with potential to overwhelm, this could be in terms of scope and scale, or concurrent, or sequential occurrences which the current EPRT resource levels may not be able to adequately cover and thus the requirements and BCC statutory duties under the Civil Contingencies Act 2004 could be compromised. In addition, further consequences could be litigation and reputational damage to the council for failing to meet its statutory duty as a Category 1 responder under the Civil Contingencies Act 2004.</p>	<p>Constant</p> 	<p>21 Impact 7 = Critical Likelihood 3 = Likely</p>		<p>9 Likelihood = 3 Impact = 3</p>	
<p>Risk Causes: -Emergency risks not identified and prepared for. -Lack of trained and available responding staff. Emergency roles and responsibilities not embedded.</p>	Existing Controls		Mitigating Actions		
	Control		Action Title	Due Date	Progress
	1.24/7 Operations Centre provides effective monitoring for the city and a co-ordinary role in response and recovery		Development and roll out of the Emergency Planning e-learning package	01-Nov-24	60%
	2. Active participation in the Avon and Somerset Local Resilience Forum and close working with multi-agency partners, including training and exercising		Community Resilience Mapping development	31-Jan-25	80%
	3.BCC emergency plan training and exercising in place		Emergency Training for Tactical & Strategic Response (inc Dashboard)	31-Mar-25	40%


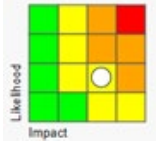
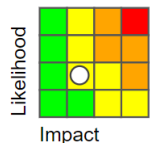
Appendix A1 – Corporate Risk Register Q2 2024-2025 as at August 2024

	4. Close working with Safety Advisory Group for Events	Plan & Deliver Corporate Emergency exercise	31-Mar-25	20%
Risk Consequences: Increased risk of: - Disruption of public services; Disruption of transport networks; Death/injury - Displacement of people	5. Corporate Resilience Group, overseeing mitigations of contingencies risks identified on the National Security Risk Assessment and delivery of Category 1 Responder duties	EPRT Resource Growth bid	29-Sep-24	60%
	6. Duty Civil Protection Officer and other duty rotas in place (Highways, Dangerous Structures, Public Health, Social Care, etc)	Increase Emergency Volunteers Pool	31-Mar-25	30%
	7. Duty director rota in place.	Share situational awareness and prepare for emerging risks	31-Mar-25	85%
	8. Emergency Plans	Response Capability Dashboard	29-Nov-24	60%
	9. Emergency Training Dashboard	COMAH Off Site Emergency Plan and Exercise	30-Nov-24	70%
	10. Horizon scanning for emerging risks, including Ukraine war (through CRG, BC Group and LRF)	Core Plan Guidance Review and Exercising	30-Sep-24	70%
	11. Monitoring of severe weather events	Societal Resilience	31-Mar-28	10%
	12. Preparedness LRF Plan	Corporate Log Keeping	31-Dec-24	20%
	13. Public Health Demand vs standard	Debriefing & Joint Organisational Learning	30-Sep-24	30%
	14. Shrinking volunteer pool	Corporate strategic training plan (NEW)	28-Nov-24	40%
	15. Strategic Training for preparedness	24/25 Corporate Exercise (NEW)	31-Mar-25	30%
Risk Owner(s): Executive Director Growth and Regeneration, Director Management of Place.		Corporate L&D Budget for Director training across council (NEW)	31-Oct-24	40%
Committee: Economy and Skills	Summary of Progress Standard planned reviewed and update in terms of CLB 02/07/24 outcomes and actions.			
Strategic Theme: Our Organisation, Wellbeing				



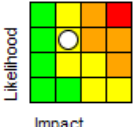
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Threat Risk	Trend	Current Risk Assessment			Risk Tolerance Level	
<p>Risk Title: CRR13 - Possible Financial Framework and Medium-Term Financial Plan (MTFP) Failure</p> <p>Description: Failure to be able to reasonably estimate and agree the financial 'envelope' available, both annually and in the medium-term and the council is unable to set a balanced budget.</p>	<p>Constant</p> 	<p>15</p> <p>Likelihood = 3 Impact = 5</p>		<p>14</p> <p>Likelihood = 2 Impact = 7</p>		
<p>Risk Causes: Failure to achieve Business Rates income- appeals/general economic growth/loss of major sites. Economic uncertainty impact on locally generated revenues - business rates and housing growth, impacting on council tax, new homes bonus and business rate income. The general economic uncertainty affecting the financial markets, levels of trade & investment Local Government finance settlement from spending review. Continued Impact of Covid-19 on key income sources. Inadequate budgeting & budgetary control/Financial Settlements & wider fiscal policy changes:-The potential for new funding formulas such as fair funding, business rates retention to significantly reduce the government funding available to the council alongside possible increase in demand for council services. Embedding of the new national funding formula for schools and High Needs. Political failure to facilitate the setting of a lawful budget. Unable to agree a deliverable programme of propositions that enable the required savings to be achieved. Insufficient reserves to mitigate risks and liabilities and provide resilience. Rising inflation could lead to increased cost. Impact of Adult Social Care reform and sufficient funding available to meet increased cost</p> <p>Risk Consequences: Potential failure to set a legal budget and council tax by the due date, would have a significant adverse impact on the councils ability to provides services and the council's reputation locally and nationally in terms of investor confidence. That the budget is unlikely to reflect council priorities and objectives. That the budget may not adequately resource pressures and increases in demand leading to short term decision making. That the council reserves are used for mitigating the medium-term financial plan; running down reserves, avoiding decision and reducing the Council's resilience. Negative impact on front line services. A negative opinion from external audit. Secretary of State intervention in local services. A negative opinion from external audit. Secretary of State intervention.</p>	<p>Existing Controls</p> <p>Control</p>		<p>Mitigating Actions</p>			
	<p>1. Medium Term Financial Plan – Twice yearly update including sensitivity and scenario based financial modelling on all assumptions including inflation and demand growth</p> <p>2. Budget Preparation, Setting and Budget Accountability Framework</p> <p>3. Benchmarking</p> <p>4. Engagement</p>		<p>Action Title</p>		<p>Due Date</p>	<p>Progress</p>
			<p>Making representation to government departments in relation to: - the likely costs at a local level for the proposed Adult Social Care reforms</p>		<p>March 2025</p>	<p>0%</p>
			<p>Appropriate Finance Resourcing Improvement</p>		<p>March 2025</p>	<p>65%</p>
			<p>Robustness of Monitoring and Delivery of Savings</p>		<p>March 2025</p>	<p>70%</p>
<p>Risk Owner(s): Chief Executive and Finance Director (S151 Officer).</p>						
<p>Committee: Strategy and Resources</p>	<p>Summary of Progress: The Medium Term Financial Plan and Budget for 2024/25 was approved by Full Council in February 2024 for the 2024/25 - 2028/29 5 year period. This was a balanced 5 year position, which was a good improvement on the previous position that was only balanced over 3 years. However, the budget and 5 year MTFP was not without risk and remains heavily influenced by factors outside of the council's control - eg government funding and external demand for services. The early reporting in 2024/25 has outlined some significant in-year pressures against the planning previously undertaken, driven heavily by demand factors. These present an on-going pressure to the MTFP. Work has commenced much earlier in the year to provide improved opportunity to review, manage and mitigate the pressures being outlined, however there remains a 'likely' categorisation, reflecting the challenge that this presents.</p>					
<p>Strategic Theme: Our Organisation</p>						


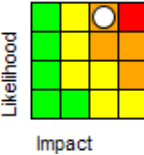
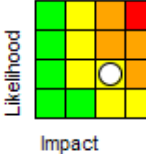
Appendix A1 – Corporate Risk Register Q2 2024-2025 as at August 2024

Threat Risk	Trend	Current Risk Assessment	Risk Tolerance Level																	
<p>Risk Title: CRR15 – Possible In-Year Financial Deficit</p> <p>Description: The council's financial position goes into significant deficit in the current year resulting in reserves (actual or projected) being less than the minimum specified by the council's reserves policy.</p>	<p>Deteriorating</p> 	<p>21</p> <p>Likelihood = 3 Impact = 7</p>		<p>6</p> <p>Likelihood = 2 Impact = 3</p>																
<p>Risk Causes: A failure to appropriately plan and deliver savings. Unscheduled loss of material income streams. Increase in demography, demand and costs for key council services. The inability to generate the minimum anticipated level of capital receipts. Insufficient reserves to facilitate short term mitigations, risks and liabilities. Interest rate volatility impacting on the council's debt costs. Impairments in our commercial Investments are realised. Response to inadequate SEND inspection in 2019, Increased demand for EHCPs, Lack of specialist provision in Bristol, increased compliance to statutory requirements in relation to SEND.</p> <p>Risk Consequences: The council's financial position goes into significant deficit in the current year resulting in reserves (actual or projected) being less than the minimum specified by the council's reserves policy.</p>	<p>Existing Controls</p> <p>Control</p> <p>BCC Financial Framework Deep Dives on non-containable pressure areas DSG - Detailed Management Plan Based on DfE Framework DSG - Early Years Block Task and Finish Group Ensuring engagement at local, regional and national level Policy and Budget Framework Re-assessment of service delivery risks and opportunities and risk and other reserves. FIN01 Savings Management"</p>		<p>Mitigating Actions</p> <table border="1"> <thead> <tr> <th>Action Title</th> <th>Due Date</th> <th>Progress</th> </tr> </thead> <tbody> <tr> <td>Appropriate Finance Resourcing Improvement</td> <td>March 2024</td> <td>65%</td> </tr> <tr> <td>Robustness of Monitoring and Delivery of Savings</td> <td>March 2024</td> <td>70%</td> </tr> <tr> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> </tr> </tbody> </table>			Action Title	Due Date	Progress	Appropriate Finance Resourcing Improvement	March 2024	65%	Robustness of Monitoring and Delivery of Savings	March 2024	70%						
	Action Title	Due Date	Progress																	
Appropriate Finance Resourcing Improvement	March 2024	65%																		
Robustness of Monitoring and Delivery of Savings	March 2024	70%																		
<p>Risk Owner: Finance Director (CFO S151)</p> <p>Committee: Strategy and Resources</p> <p>Strategic Theme: Our Organisation</p>	<p>Summary of Progress: Financial loss moved to critical rating. The level of financial risk being indicated for the current financial year is now in excess of £5m. Work is underway to address that risk and manage the in-year position, however this remains in development and therefore does not as yet provide assurance that this risk is sufficiently mitigated to be assessed at a figure under £5m.</p>																			


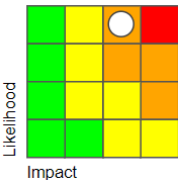
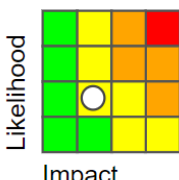
Appendix A1 – Corporate Risk Register Q2 2024-2025 as at August 2024

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p>Risk Title: CRR37 - Homelessness and the subsequent cost of providing suitable affordable accommodation may affect long-term outcomes</p> <p>Description: The risk that homelessness and the subsequent cost of providing suitable affordable accommodation to meet needs and achieve effective long-term outcomes increases.</p>	<p>Constant</p> 	<p>20 Likelihood = 4 Impact = 5</p>		<p>9 Likelihood = 3 Impact = 3</p>	
<p>Risk Causes:</p> <ul style="list-style-type: none"> -The impact of the cost of living crisis increasing rent arrears leading to higher homelessness presentations -Supply of affordable housing reduced during the pandemic and has not returned to pre-pandemic levels meaning there are 300 fewer lettings of social housing a year -Households spend longer in Temporary Accommodation because of the reduced supply of affordable housing -Increasing popularity of Bristol as a city to move to, and associated increased pressure on demand and cost of private rented accommodation and home ownership <p>Risk Consequences: Increase in homelessness and the number of households in Temporary Accommodation. Expenditure on Temporary Accommodation does not return to pre-pandemic levels and could continue to increase.</p>	Existing Controls		Mitigating Actions		
	Control		Action Title	Due Date	Progress
	<ul style="list-style-type: none"> ▪ Effective commissioning ▪ Effective cost - New supplier contracts ▪ Joint commissioning of services ▪ Move On accommodation programme 		Homelessness prevention - review client access - Review how the service and the wider homelessness sector works with clients to identify opportunities for more early intervention and prevention of homelessness	August 2024	50%
			Bring on-line properties secured through RSAP funding	March 2025	80%
			Housing Options service re-design (NEW)	Dec 24	20%
		Maximise expansion of supported housing with Registered Providers (NEW)	Dec 24	2%	
<p>Risk Owner(s): Executive Director Growth and Regeneration; Director Housing and Landlord Services</p> <p>Committee: Homes and Housing Delivery</p> <p>Strategic Theme: Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing.</p>	<p>Summary of Progress: Since Q1 we have been discussing the value of continuing to report on a risk around homelessness where there is already significant oversight on these issues through the Tackling Homelessness Programme. The Tackling Homelessness Programme is tasked with reducing the Council's spend on Temporary Accommodation and the internal controls in this risk are part of that programme. Consideration may be given to using the other reporting streams and removing this risk from the risk register.</p>				


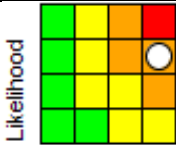
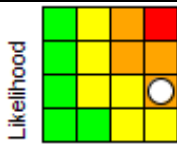
Appendix A1 – Corporate Risk Register Q2 2024-2025 as at August 2024

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p>Risk Title: CRR43 - Lack of progress for Mass Transit may have on Impact on the city</p> <p>Description: Failure of regional authorities to agree way forward for development of a Mass Transit system. No sign up to results of feasibility study.</p>	<p>Constant</p> 	<p>20 Likelihood = 4 Impact = 5</p>		<p>10 Likelihood = 2 Impact = 5</p>	
<p>Risk Causes:</p> <ol style="list-style-type: none"> 1. Resourcing Business Case development 2. Lack of political consensus 3. Viability of Business Case 4. Lack of DfT support 	Existing Controls		Mitigating Actions		
	Control		Action Title	Due Date	Progress
	<p>Mass Transit Directors Board - Monthly board in place at regional level to ensure appropriate senior officer engagement with project</p> <p>Regular internal briefings - Regular briefings with senior managers and administration</p>		<p>Senior staff allocated to project</p>	<p>March 2025</p>	<p>60%</p>
<p>Risk Consequences:</p> <ul style="list-style-type: none"> -Reputational impact. -Long term congestion and air pollution increase. -Regional productivity reduced. -Threat to investment across the city. 					
<p>Risk Owner(s): Executive Director Growth and Regeneration, Director Economy of Place.</p>					
<p>Committee: Transport and Connectivity</p>	<p>Summary of Progress: Strategic Outline Business Case has just been approved at WECA committee but there is still no certain way forward. Further proposals for developing the outline business case will be considered at September committee. Council should consider whether to retain this as a corporate risk given the limited ability to control and manage what is a regional risk.</p>				
<p>Strategic Theme: Our Organisation, Wellbeing.</p>					


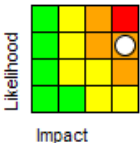
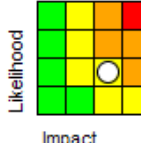
Appendix A1 – Corporate Risk Register Q2 2024-2025 as at August 2024

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level		
<p>Risk Title: CRR45 - Potential failure to deliver statutory duty in respect of Children</p> <p>Description: Failure to deliver statutory duty in respect of the safeguarding of children resulting in harm or death to a child or other unmitigated risk to the local authority</p>	<p>Constant</p> 	<p>20</p> <p>Likelihood = 4 Impact = 5</p>		<p>6</p> <p>Likelihood = 2 Impact = 3</p>		
<p>Risk Causes: Staffing failure: recruitment and retention COVID failure: business continuity plans fail due to higher infection/isolation Management failure: failure to oversee and respond in a timely way to child protection concerns, leaving children at risk</p> <p>Risk Consequences: Harm or death of a child Inspection failure and regulatory action Litigation and reputational damage Other unpredicted costs to the LA</p>	Existing Controls		Mitigating Actions			
	Control		Action Title	Due Date	Progress	
	<ol style="list-style-type: none"> 1. Benchmarking salaries with regional levels 2. Investing in training and development 3. Over-recruiting where required 4. Reviewing system pressures and taking action on a weekly basis 5. Systemic unit model and integrated locality arrangements 6. Skilled and stable workforce with low use of agency workers - Continued low use of agency workers but turnover and vacancies have risen. 7. Strong multiagency children's safeguarding partnership under Keeping Bristol Safe arrangements 8. Scrutiny of statutory safeguarding partners 		Implement transformation programme of Children's service	October 2024	41%	
<p>Risk Owner(s): Executive Director Children and Education.</p> <p>Committee: Children and Young People</p> <p>Strategic Theme: Our Organisation, Empowering and Caring, Wellbeing.</p>	<p>Summary of Progress: Address demand management by focussed work to prevent children coming into care and address supply by improving placement sufficiency. We have plans in place to open new Children's Homes and recruitment campaign to increase the number of foster carers and to retain our current foster carers. Work is being planned across Adults and Children to improve Transitions for our children and timeliness of Care Act assessments.</p> <p>Progress has been made regarding workforce capacity. The first cohort of International Social Workers has started and the second cohort are now starting. We have increased the number of student opportunities across the service. Regrading of social workers has now been implemented. We have increased the number of apprenticeships.</p>					


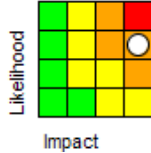
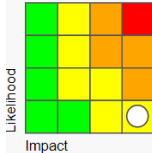
Appendix A1 – Corporate Risk Register Q2 2024-2025 as at August 2024

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level			
<p>Risk Title: CRR48 - We may not be able to meet the affordable housing needs of the city by failing to meet the Project 1000 Delivery targets.</p> <p>Description: Failure of the City to deliver to the Mayoral Target of 1000 affordable homes per year by 2024. Strategies and delivery models designed to further stimulate growth in the housing market and deliver diversity of the housing in the City prove to be ineffective.</p>	<p>Constant</p> 	<p>21</p> <p>Likelihood = 3 Impact = 7</p>	 <p>Likelihood</p> <p>Impact</p>	<p>14</p> <p>Likelihood = 2 Impact = 7</p>	 <p>Likelihood</p> <p>Impact</p>		
<p>Risk Causes:</p> <ul style="list-style-type: none"> - Availability of public subsidy from Homes England and challenges in meeting their funding viability and value for money assumptions -reduction in the levels of Capital funding the Council has to support affordable housing delivery by third party providers - the complexity and costs associated with the development of brownfield sites, leading to viability challenges for both direct and 3rd party delivery. - Insufficient land available - continued impact of Covid 19 on the delivery programme of developments in the City - Not enough planning applications submitted - Not enough planning permissions granted and delays within the planning process - Inability of the housebuilding industry to deliver at this level to meet need through the planning system - Increased uncertainty in the market due to Brexit - Lack of capacity within the council's delivery system and the local market - Insufficient housing land identified in strategic planning documents 	Existing Controls		Mitigating Actions				
	Control		Action Title	Due Date	Progress		
<p>Risk Consequences:</p> <p>1. Reputational damage; 2. Increased levels of homelessness 3. Increased demand from the private rented sector, (non-affordable), by those in highest need 4. Residualisation of lower value areas of the city; 5. Economic deprivation, poorer health and lower educational attainment of households living in poverty in poor housing conditions with limited tenancy sustainability; 6. Balance between addressing need for family homes V increased viability of delivering smaller units</p>	1. Improved our monitoring of affordable housing delivery and pipeline including identification of where HDT can unblock barriers to delivery.		Secure Homes England Affordable Housing Programme Funding	March 2026	80%		
	2. Requiring a minimum of 30% affordable housing on land released by the Council.	3. Working collaboratively with Homes England to maximise subsidy in schemes - This provides as much affordable housing as possible. New framework for regular collaboration and review in place, focussing on both BCC direct delivery and RP delivery.	4. Project 1000 and Housing Delivery Boards - Scrutiny and active decision making / support at a senior and political level to influence and unblock barriers to delivery. Project 1000 leads in place.	5. KPI Targets for affordable housing delivery - quarterly reporting of KPI targets through spar.net providing corporate scrutiny on annual delivery against targets	6. Revised Affordable Housing Practice Note.	Maximise capital funding from Homes England, WECA and DLUHC to address the complexities and additional costs of delivering an affordable housing programme on brownfield sites, including looking at ways of developing a strategic approach with key funding partners to meet infrastructure and abnormal costs.	March 2025
<p>Risk Owner(s): Executive Director Growth and Regeneration,</p> <p>Committee: Homes and Housing Delivery</p> <p>Strategic Theme: Fair and Inclusive</p>	<p>Summary of Progress</p> <p>Risk CRR48 will be under review in light of a maturing Corporate recognition of the differences between key issues and risks. This risk has been reviewed in Q2 and the 3 sub risks collapsed into the main risk item for clarity of reporting. The Council's Project 1000 Housing Delivery Plan is also being reviewed and an interim Delivery Plan will be brought forward for approval in Q4. There are significant policy changes at a national, regional and local level that will impact on affordable housing delivery in the coming months which will be reflected in the emerging delivery plan. Once the new Delivery Plan is adopted, a full risk assessment will be carried out to measure risk and identify mitigations for non-delivery against our Corporate KPIs.</p>						


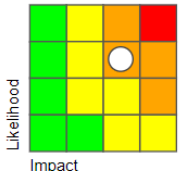
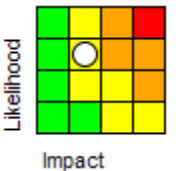
Appendix A1 – Corporate Risk Register Q2 2024-2025 as at August 2024

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p>Risk Title: CRR51 - ASC may be financially unsustainable due to national and local NHS pressures, leading to a failure to deliver statutory duties</p> <p>Description: There is a risk that ASC financial unsustainability due to a number of national and local pressures compromises the ability to deliver statutory duties and the independence of people that draw on care and support.</p>	<p>Constant</p> 	<p>21</p> <p>Likelihood = 3 Impact = 7</p>		<p>10</p> <p>Likelihood = 2 Impact = 5</p>	
<p>Risk Causes:</p> <ul style="list-style-type: none"> Rising demand in Adult Social Care which must be met under the Care Act. Particularly from complex needs and higher cost requirements in people under 65. These needs are more likely to be met outside of area, be subject to lower personal contributions, and be needed for longer. Increase of needs due to more health services being delivered in the community without appropriate funding following the patient. Increased complex needs across our demographics that must be met under the Care Act. Lack of funds available within budget to meet statutory duties. Lack of systems in order to ensure effective governance and control of all spend. Pressure from wider system pressures - for example, delays in hospitals which lead to increased long term cost provision for care. Local NHS income below council average of 15% which we calculate leaves us around £6m underfunded compared to national average. Non-recurrent funding which limits opportunity for long term investment. <p>Risk Consequences:</p> <ul style="list-style-type: none"> Overspending on the budget which may impact the wider council. The consequence of this risk are that appropriate and effective care and support as required under the Care Act may not be possible for all those who require it. The consequence could be felt in the quality or quantity of care and support, or in both. 	Existing Controls		Mitigating Actions		
	Control		Action Title	Due Date	Progress
	<ul style="list-style-type: none"> Established Care Cubed to improve pricing controls Improve Business Intelligence Improved governance process on all spend Leading integration opportunities with Health Realignment of ASC Operations Reset the ASC Transformation Programme 		Strategic Partner (People Too) transformation work	Oct 2024	90%
				1	
<p>Risk Owner(s): Executive Director Adult and Communities</p> <p>Committee: Adult Social Care</p> <p>Strategic Theme: Our Organisation, Empowering and Caring, Wellbeing.</p>	<p>Summary of Progress: Due to ongoing national and local finance and demand pressures on health and social care systems it is necessary to maintain high level of risk awareness in the category.</p>				

Appendix A1 – Corporate Risk Register Q2 2024-2025 as at August 2024

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p>Risk Title: CRR52 Failure to manage and evidence compliance with the Building Safety Act 2022 obligations in HRA stock leading to death / serious injury and/or regulatory enforcement action</p> <p>Description: Risk of failing to ensure high rise properties meet the Building Safety Act 2022 requirements.. New Building Safety Act obligations. Fire safety compliance included in separate risk.</p>	<p>Constant</p> 	<p>21</p> <p>Likelihood = 3 Impact = 7</p>		<p>7</p> <p>Likelihood = 1 Impact = 7</p>	
<p>Risk Causes:</p> <ul style="list-style-type: none"> • Introduction of new legislative requirements under Building Safety Act 2022 provided a significant increase in the statutory obligations of Housing Services with respect to Building Safety. • Staff recruitment, retention and training • Limited existing resource and expertise as a result of recently introduced legislation • Consultant and contractor availability and competence • Budget constraints for delivery of compliance related workstreams • Volume of Housing Stock regionally requiring inspection and assessment <p>Risk Consequences</p> <ul style="list-style-type: none"> • Serious harm to tenant(s)/community • Prosecution/unlimited fines/ imprisonment • Downgrade by Regulator • Reputational damage <p>Risk Owner(s): Executive Director Growth and Regeneration, Director Housing and Landlord Service</p> <p>Committee: Homes and Housing Delivery</p> <p>Strategic Theme: Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing</p>	<p>Existing Controls</p>		<p>Mitigating Actions</p>		
	<p>Control</p> <ul style="list-style-type: none"> • Building safety board meetings monitor fire and building safety compliance. • Governance via HSLT, EDM, Corporate Safety, Health & Wellbeing and Cabinet Member. • Plan to create Building Safety Cases to evidence the safety management systems and action plans to remediate risks. • Progression of a plan of action to meet requirements is underway through the Head of Business Development and Programme Lead (Residential Building Safety). 	<p>Action Title</p>		<p>Due Date</p>	<p>Progress</p>
		<p>Building Safety - Appoint a competent team to manage and deliver building safety act obligations</p>	31-Dec-24	75%	
		<p>Building/Fire Safety- develop plan for data, mandatory occurrence reporting, golden thread of information-strategy, data ownership, data storage and reporting software/systems under BSA</p>	29-Nov-24	70%	
		<p>Building safety, Fire Safety – Comprehensive strategy for both building safety and fire safety for >11-18m stock due to very limited knowledge of 200+ mid-rise buildings</p>	30-Sep-24	30%	
		<p>Building safety – Finalise and implement overarching resident engagement strategy</p>	31-Dec-24	60%	
		<p>Building safety – Finalise and implement per block resident engagement strategy</p>	31-Dec-25	30%	
<p>Summary of Progress:</p> <p>The Council continues to work towards compliance with the Building Safety Act 2022. The building safety case programme is underway and is due to be completed by April 2026 (based on current staffing resource). Further investigatory works also continue at other buildings the Council are responsible for, and new processes and ways of working are being implemented regularly across the teams involved to ensure resident safety and reporting of issues where they occur to the Building Safety Regulator.</p>					


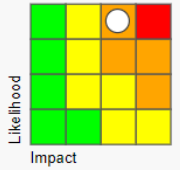
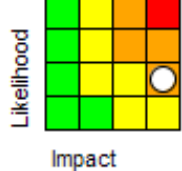
Appendix A1 – Corporate Risk Register Q2 2024-2025 as at August 2024

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level		
<p>Risk Title: CRR53 - Increased social worker and occupational therapists' vacancies and sickness rates may result in vulnerable adults' care being comprised.</p> <p>Description: Limited staff capacity within operational teams will result in increased waiting times for assessment and review potentially putting vulnerable adults at risk of going without sufficient care and support.</p>	<p>Constant</p> 	<p>15</p> <p>Impact = 5 Major Likelihood= 3 Almost Certain</p>		<p>9</p> <p>Likelihood = 3 Impact = 3</p>		
<p>Risk Causes: Staff turnover rates remain over 15% and vacancy rates are around 20%. We continue to struggle with recruitment and retention of professionally registered staff. We are struggling to recruit and retain experienced social workers and OTs. This is in line with national picture of increasing vacancy rates in statutory adult care social care departments across the country. Staffing capacity within operational teams is around 74% although this is not distributed equally with some operational teams having less than 50% available SW capacity. Sickness absence in operational teams have also increased during this period (up by 50% in the past 12 months). Average no of working days lost to sickness has increased by 97% in the past 12 months. This is further compounding operational teams ability to respond to those in most urgent need as well as putting greater pressure on ability to make necessary savings on our purchasing budget. Cost of living crisis is also likely to impact on retention rates of social work and OT staff.</p> <p>Risk Consequences: As a result of this decreased operational capacity this has seen an increase in numbers of people waiting for assessment and reviews (over 1500 people). The percentage of individuals who have had an annual review of their care and support needs has also decreased in the last year with less than 50% of individual in receipt of care and support having had a formal review. This number is even lower for those receiving Direct Payments. These increased waiting times and reduction in annual reviews puts citizens at increased risk of harm as there is no guarantee that their needs are being adequately met.</p>	Existing Controls		Mitigating Actions			
	Control		Action Title	Due Date	Progress	
	<ul style="list-style-type: none"> Developing enhanced Wellbeing offer for operational staff Increase Social Work and OT Apprentice capacity Operational Business Continuity plans duty Recruitment Strategy Urgent corrective actions to address workforce capacity 		Deliver on internal workforce comms plan	March 2025	70%	
			Implement Non pay options for retention and recruitment	March 2025	50%	


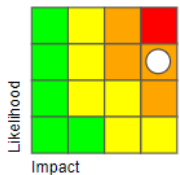

Appendix A1 – Corporate Risk Register Q2 2024-2025 as at August 2024

<p>Increasingly staff are responding to citizens in crisis which also means there are much more limited opportunities to provide preventative services which results in commissioning additional services causing increased costs.</p>				
<p>Risk Owner(s): Executive Director Adult and Communities, Director Adult Social Care.</p>				
<p>Committee: Adult Social Care</p>				
<p>Strategic Theme: Our Organisation, Empowering others and Caring, Fair and Inclusive, Well connected, Wellbeing.</p>	<p>Summary of Progress: We have seen some promising signs in recruitment since the job evaluation was completed, but the market for experienced workers remains highly competitive and so it is slow. Rating therefore remains the same.</p>			


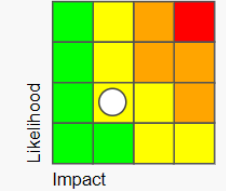
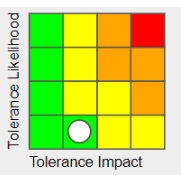
Appendix A1 – Corporate Risk Register Q2 2024-2025 as at August 2024

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p>Risk Title: CRR55 -Children placed in unregistered provision may be at risk</p> <p>Description: There is a possible high threat risk for the council regarding children placed in unregistered provision which is unlawful.</p>	<p>Improving</p> 	<p>20</p> <p>Likelihood = 4 Impact = 5</p>		<p>14</p> <p>Likelihood = 2 Impact = 7</p>	
<p>Risk Causes:</p> <ul style="list-style-type: none"> The causes are placement sufficiency and increased numbers of children coming into care. 	Existing Controls		Mitigating Actions		
	Control		Action Title	Due Date	Progress
<p>Risk Consequences:</p> <ul style="list-style-type: none"> Unlawful placements Negative Legal Impact Negative Ofsted Impact Risk to children placed in unregistered provision 	<ul style="list-style-type: none"> Oversight of Director of Children and Families 		Improve placement sufficiency	March 2025	60%
			Implementation of BCC Families Transformation Programme.	March 2025	75%
<p>Risk Owner(s): Executive Director Children and Education</p>					
<p>Committee: Children and Young People</p>	<p>Summary of Progress: We continue to have children placed in unregistered children's homes. We currently have 8 children placed in these homes. This is a national issue and is known to be a risk within other Local Authorities. A recent Internal Audit identified improvements to be undertaken in order to mitigate the risks for these children. The recommendations have been accepted and implemented and mitigations are in place. The risk has therefore reduced this quarter.</p>				
<p>Strategic Theme: Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing</p>					


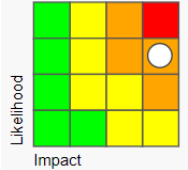

Appendix A1 – Corporate Risk Register Q2 2024-2025 as at August 2024

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p>Risk Title: CRR56 - Potential threat to the ASC Care Quality Commission (CQC) Assurance Preparedness and Rating</p> <p>Description:</p>	<p>Constant</p> 	<p>21</p> <p>Likelihood = 3 Impact = 7</p>		<p>2</p> <p>Likelihood = 2 Impact = 1</p>	
<p>Risk Causes New line of work - learning whilst doing with little evidence base or benchmarking to refer to.</p> <p>Programme of work in preparation for inspection hitherto managed within BAU resource which has proved insufficient.</p> <p>Current workforce and operating model pressures are leading to risks to compliance in carrying out statutory duties, e.g. safeguarding, timely Care Act Assessments.</p> <p>Data and performance reporting (e.g. locality dashboard) delayed/unfinished.</p> <p>Risk Consequences: People are families are waiting too long to be seen as teams are having to operate waiting lists, including in areas where there should be none, e.g. Safeguarding and First Response.</p> <p>Line of sight of risk is compromised.</p> <p>Individuals may come to harm.</p> <p>Risk Owner(s): Director - Adult Social Care</p> <p>Committee: Adult Social Care</p>	Existing Controls		Mitigating Actions		
	Control		Action Title	Due Date	Progress
	This is a new area of work, and so current control requirements are emerging as we learn from pilots.		Continuous Improvement Plan (CIP)	August 2024	80%
			Contract for Services - Care Act Assessments	September 2024	50%
			LGA PCH Support to Prepare staff for CQC interviews (NEW)	August 2024	0%
		<p>Summary of Progress: Improvement plan and preparations for inspection are well underway but risks remain. CQC announced BCC inspection on 24 June so the process is underway and the onsite inspection date will take place any time in the next six months.</p>			
<p>Strategic Theme: Empowering and Caring, Wellbeing Our Organisation</p>					


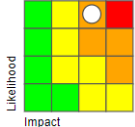
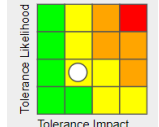
Appendix A1 – Corporate Risk Register Q2 2024-2025 as at August 2024

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level		
<p>Risk Title: CRR57 Possible procurement breaches and compliance with procurement rules & legislation.</p>	<p style="text-align: center;">Improving</p> 	<p style="text-align: center;">6</p> <p style="text-align: center;">Likelihood =2 Impact = 3</p>		<p style="text-align: center;">3</p> <p style="text-align: center;">Likelihood = 1 Impact = 3</p>		
<p>Description: Lack of compliance with procurement rules with regards to purchasing and contract management may result in breaches or BCC Procurement Rules and at risk of breaching PCR2015.</p>						
<p>Risk Causes Poor contract management Lack strategic planning and pipeline awareness.; Supplier preference, unwillingness to tender; Lack capacity withing Procurement & Contract Management Service; Rise of inflation and savings targets</p>	Existing Controls		Mitigating Actions			
<p>Risk Consequences: Successful Legal challenge and financial penalty against BCC. Reputational damage due to internal audit scrutiny and external audit publishing.</p>	Control		Action Title	Due Date	Progress	
<p>Risk Owner(s): Director Finance (CFO S151)</p>	<p>All procurement breaches to be approved by Executive Directors Breach Dashboard Data Reporting Training Weekly Breach Reporting to Corporate Leadership Board.</p>		None – existing Internal Controls are mitigating the risk			
<p>Committee: Strategy and Resources</p>						
<p>Summary of Progress: There have been 15 breaches of the procurement rules in Q1 (compared with target of 6 or less). This represents a breach rate of just under 2% of all procurement decisions made and the value of the decisions was £1.2m. 15 breaches reflect a reduction of over 90% in the non-compliance rate over the last two years (i.e. 22% breach rate in FY22/23 Q1, to 2% breach rate in FY24/25 Q1). This reflects a significant improvement, but is over the rate set as the target for the year so existing management controls will continue. Due to these improvements the risk score has reduced from 9 to 6 and we are aiming for a target/tolerance score of 3.</p>	<p>Owners</p>					
<p>Strategic Theme: Our Organisation</p>						




Appendix A1 – Corporate Risk Register Q2 2024-2025 as at August 2024

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p>Risk Title: CRR58 Possible failure to adequately maintain and replace the Highway, Traffic, Parking and Docks infrastructure assets</p> <p>Description: Deterioration of highway condition. Additional roadworks resulting in congestion and air pollution. .</p>	<p>Constant</p> 	<p>21 Likelihood = 3 Impact = 7</p>		<p>10 Likelihood = 2 Impact = 5</p>	
<p>Risk Causes Under investment in replacements and upgrades of highway and traffic assets Climate changes are accelerates the depreciation of the asset Lack of funding from Central Government and local funding Assets ageing beyond design life.</p> <p>Risk Consequences: 1. Multi-storey carpark closure 2. Multi-storey carpark structural failure 3. Harbour Bridge and Wall Structural Failure 4. Failure to safeguard against significant injury/death. 5. Litigation from third party aggravated or who have suffered loss, due to non treatment of a perceived collision site or other Highways defect. 6. Traffic congestion and air pollution. 7. Increase in complaints and request for repairs diverts resources from core business. 8. Budget shocks and finance burden to the authority.</p> <p>Risk Owner(s): Executive Director Growth and Regeneration</p> <p>Committee: Transport and Connectivity</p> <p>Strategic Theme: Well Connected</p>	Existing Controls		Mitigating Actions		
	Control		Action Title	Due Date	Progress
	<ul style="list-style-type: none"> • Depreciation modelling identifies the severity of the risk to Highway and Traffic assets • Lifecycle modelling and scheme selection using data sets. • Risk based to seeking additional funding (Challenge funds) • Undertaking digital inspections which provides video footage of the strategic network to ensure all safety defects are identified for the resilient network to keep the city moving." 		Request for funding to be included in the medium financial plan (NEW)	March 2025	75%
			Ensure all opportunities in planning are taken to include highway repairs as part of developers works are included.	July 2024	5%
			Ensure Senior leaders are aware of the pressures, therefore at the stage of bidding for CRSTS 2 a bigger proportion of funding is allocated to maintenance	September 2025	50%
			Take all opportunities to include maintenance in major projects	March 2025	50%
			Funding options presentation	August 2024	40%
<p>Summary of Progress: Briefing with new committee to highlight the depreciation of the asset is programmed for Sept 24.</p>					

Appendix A1 – Corporate Risk Register Q2 2024-2025 as at August 2024

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p>Risk Title: CRR59 Failure to deliver timely statutory planning decisions</p> <p>Description: The DM service must determine applications in statutory time periods and failure to do this results in delays in delivering development and potentially refund of fees</p>	<p>Constant</p> 	<p>20 Likelihood =4 Impact = 5</p>		<p>6 Likelihood = 2 Impact = 3</p>	
<p>Risk Causes Inability to attract, recruit and/or retain existing suitably trained/qualified/experienced staff to support work programme and the development of the service. Small teams are less resilient than others, in some instances only one or two staff qualified to carry out services resulting in single point of failure. Jobs in the council not seen as aspirational and interest impacted by national news of council funding reductions. Salaries not as competitive as private sector. Limited opportunity for staff progression. Corporate financial pressures impacting recruitment and retention Overturns of officer recommendations by Members at DC Committee. Decisions made under delegated powers that are overturned by the Planning Inspectorate at appeal.</p> <p>Risk Consequences: Planning & building regulation applications take longer to determine. Delays in delivering developments. Potential fee refund if extended time not agreed. Inability to complete existing projects Reduced ability to take on work and to respond to variations in workload and programmes. Loss of market share if delays not acceptable to the customer. Inability to honour career grade progression commitments.</p> <p>Risk Owner(s): Director Economy of Place; Chief Planner</p> <p>Committee: Economy and Skills</p> <p>Strategic Theme Empowering and Caring; Strategic Planning and City Design</p>	Existing Controls		Mitigating Actions		
	Control		Action Title	Due Date	Progress
	Backlog recovery plan of planning application decisions		Achieve de-designation for non-majors applications (NEW)	Dec 24	0%
			Reduce work in hand to ca 600 applications (NEW)	March 25	55%
		<p>Summary of Progress: Whilst there has been significant improvement and the number of applications 'stuck' in the system substantially reduced, there remain a considerable number awaiting determination. These are all being progressed as quickly as possible. However, given the scale and complexity involved it is likely that this task may need to carry on until the end of the calendar year before all old applications can be determined. A submission to the Secretary of State seeking de-designation is expected to be made in October 24. Based on all the above the risk score cannot be reduced until all old applications have been determined.</p>			

Appendix A1 – Corporate Risk Register Q2 2024-2025 as at August 2024

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p>Risk Title: CRR60 - Failure of HRA stock to meet landlord statutory obligations, the decent homes standard and consumer standards leading to death / serious injury and/or regulatory enforcement action</p> <p>Description: Not meeting all of our statutory obligations as a landlord may lead to death, injury, regulatory enforcement and/or unlimited fines</p>	<p>Constant</p> 	<p>28 Likelihood = 4 Impact = 7</p>	 <p>Likelihood Impact</p>	<p>14 Likelihood = 2 Impact = 7</p>	 <p>Tolerance Likelihood Tolerance Impact</p>
<p>Risk Causes: In Q3 23/24 an internal high level landlord compliance gap analysis identified potential areas of non compliance with statutory obligations and the consumer standards. The main areas where significant gaps and challenges identified are:</p> <ul style="list-style-type: none"> Completion of regular fire door inspections to blocks over 11m high. Completion and management of fire remedial actions within a timely manner (incl. completion of PCFRA's) Completion of an asbestos reinspection programme. Completion of a programme to bring all electrical safety inspections within a 10-year cycle. Plus, the completion of outstanding historic electrical safety actions. Completion of a programme of 5 yearly stock condition surveys including HHSRS and specific D&M assessments to all homes. Provision of management & oversight of servicing programme to stair / through floor lifts within dwellings. <p>The main reasons for compliance areas not to be found as 'compliant' are due to:</p> <ul style="list-style-type: none"> An historic lack of focus on some servicing programmes and completion of remedial actions that result from safety servicing and inspection activities. 	Existing Controls		Mitigating Actions		
	Control		Action Title	Due Date	Progress
	<ol style="list-style-type: none"> 2024/25 budget prioritises H&S related programmes (including £258m over 10 years in capital and revenue landlord compliance programme) A dedicated Building Safety team is in place to meet the requirements of the Building Safety Act & FRA programme A programme of Stock Condition Surveys in place An Improvement Plan is in place which has been signed off by the Housing & Consumer Standards Programme Board. Business as Usual landlord compliance reporting being taken to a new dedicated Housing & Landlord Services performance meeting and the Housing & Consumer Standards programme Board. External Reviews have been completed and informed the implementation of the Housing & Consumer Standards Programme Operational risks in place and regularly monitored Oversight of landlord compliance activities by the Housing Senior Leadership Team, Housing & Consumer Standards Programme, Corporate Leadership Team and Homes & Housing Delivery Committee Oversight of the Housing & Consumer Standards Programme by the Housing & Consumer 		<ol style="list-style-type: none"> Building safety – Address interim posts in key positions of building safety team Building Safety - Appoint a competent team to manage and deliver building safety act obligations Building safety – Finalise and implement overarching resident engagement strategy Building safety – Finalise and implement per block resident engagement strategy Building safety, Fire Safety – Comprehensive strategy for both building safety and fire safety for >11-18m stock due to very limited knowledge of 200+ mid-rise buildings Building/Fire Safety- develop plan for data mandatory occurrence reporting, golden thread of information- strategy, data ownership, data storage and reporting software/systems under BSA Elec Safety - Improve access rates and ability to undertake electrical tests in tenants' properties 	<p>30-Sep-24</p> <p>31-Dec-24</p> <p>31-Dec-24</p> <p>31-Dec-25</p> <p>30-Sep-24</p> <p>29-Nov-24</p> <p>30-Sep-24</p>	<p>50%</p> <p>75%</p> <p>60%</p> <p>30%</p> <p>30%</p> <p>70%</p> <p>40%</p>


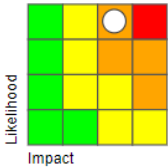
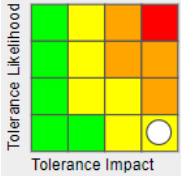
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<ul style="list-style-type: none"> Inconsistency in data ownership / management and reporting leading to lack of visibility of performance. Regular data reconciliations between compliance data, stock condition data and delivery programmes are not undertaken which increases the risk of data inconsistency / errors resulting in non compliance. Lack of single safety servicing / compliance system. Out of date or inadequate policy and procedures in places leading to uncertainty regarding delivery and performance requirement. Resourcing challenges internally and externally. Following the internal review, in October 2023 HSLT & the Cabinet Member for Housing agreed to commission an external Landlord Compliance Data Review. It was also agreed to undertake a Consumer Standards Preparedness Review. These reviews commenced in November 2023. Initial findings from the external Landlord Compliance Data Review and the New Consumer Standards Preparedness Review identifies potential significant areas of non compliance with a number of statutory obligations mainly by the upcoming Safety & Quality Consumer Standard. <p>Risk Consequences</p> <ul style="list-style-type: none"> Potential Serious harm to residents Prosecution/unlimited fines/imprisonment/Regulatory enforcement action Downgrade by Regulator the Regulator of Social Housing Reputational damage Unable to deliver ambitions to deliver more homes Reprioritisation of investment priority to the safety and compliance of existing homes 	<p>Standards Programme board, Corporate Leadership Team, Homes & Housing Delivery Committee and Regulator of Social Housing</p> <p>10. Safety Servicing and safety inspection programmes are in place and oversight of performance being undertaken by the H&CSP .</p> <p>11. Savills appointed as a 'Critical Friend' to support the Programme Board to undertake thier oversight role of the Housing & Consumer Standards Programme</p> <p>12. The 2024/25 approved budget includes for enhanced landlord compliance teams</p>	Fire Safety - Assurance that 3rd party landlords (managing agents and freeholders) are completing FRAs in order to meet their compliance obligations	07-Nov-24	15%
		Fire safety - Carry out outstanding FRAs prioritising those most overdue.	26-Sep-24	99%
		Fire Safety – Commission and implement comprehensive fire door inspection programme (only partially in place)	30-Sep-24	10%
		Fire Safety - Complete a review of fire safety policies and processes	31-Dec-24	90%
		Fire safety - Demonstrate full compliance with The Fire Safety (England) Regulations 2022	30-Sep-24	80%
		Fire Safety - Ensure all FRA remedial actions are captured and managed - Implement IT system to control FRA remedial actions	06-Sep-24	80%
		Fire Safety – Fire evacuation strategy identified per building	31-Mar-25	22%
		Housing & Consumer Standards Programme - Deliver improvement plan actions	30-Jun-28	15%
		Housing & Consumer Standards Programme - Implement and adequately resource the programme team	29-Nov-24	90%
		Housing & Consumer Standards Programme - Implementation of the NEC Housing IT system to support the HRA to meet the requirements of the Consumer Standards.	28-Mar-25	25%
		Housing & Consumer Standards Programme - The implementation of the enhanced performance management pack and a performance managed framework.	31-Mar-25	25%


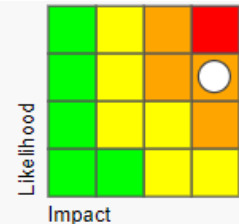
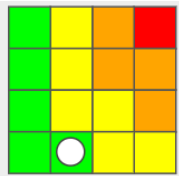
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		Housing & Consumer Standards Programme - Training and support to senior leaders and the governing body (H&HDC Cllrs) to understand and discharge their oversight responsibilities under the Consumer Standards & other landlord related statutory requirements	31-Mar-25	10%
Risk Owner(s): Executive Director Growth and Regeneration; Director Housing and Landlord Services				
Committee: Homes and Housing Delivery				
Strategic Theme Our organisation	<p>Summary of Progress:</p> <p>On 9 July 2024 the Regulator of Social Housing publish a Regulatory Judgement that confirmed a Consumer Standards Grading of C3. This highlighted serious failings in how BCC deliver against the Safety & Quality Standard. The Housing and Consumer Standards Programme (H&CSP) has been established. A programme board is chaired by the Executive Director of Growth & Regeneration and includes other senior leaders from across BCC including the S151 Officer.</p> <p>An Improvement Plan is in place and delivery against this is overseen by the H&CS programme, Homes & Housing Delivery Committee and the Regulator of Social Housing.</p>			

Appendix A1 – Corporate Risk Register Q2 2024-2025 as at August 2024

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p>Risk Title: CRR61 Failure to manage the requirements set out under the Construction Design Management (CDM) framework may cause serious injury to the workforce and others and slow the delivery of the Capital Programme</p> <p>Description: CDM is a framework which allows a project to be completed safely and without injury. It covers all types of construction work and requires a number of actions to be taken over 5 parts. This includes allocating duties and ensuring that specific health and safety risks are identified before work starts and in some cases to report projects at a certain threshold to the HSE.</p>	<p>Constant</p> 	<p>21 Likelihood =3 Impact = 7</p>		<p>7 Likelihood = 1 Impact = 7</p>	
<p>Risk Causes We fail to manage this risk because:</p> <ol style="list-style-type: none"> We do not have consistency of application across the council We don't have adequate oversight at a corporate level We do not have a procedure and policy that sets out roles, responsibilities and accountabilities' for this area Not all of the workforce are adequately trained and have the right level of competency Do not have the right level of monitoring and management of our contractors in place 	Existing Controls		Mitigating Actions		
	Control		Action Title	Due Date	Progress
<p>Risk Consequences: The failure to comply with the regulations is severe and will include injury to persons but also significant financial penalties and possible imprisonment of individual officers as set out by the sentencing guidelines. It will also bring considerable reputational damage to the Council and possibly impact on its partnership and funding arrangements with others including WECA.</p> <p>Risk Owner(s): Director Workforce and Change</p> <p>Committee Flag: Strategy and Resources</p> <p>Strategic Theme City economy, finance and performance</p>	<p>Summary of Progress: Until we come to the end of the CDM Arcadis audit and have presented the findings with options to go forward the risk remains the same. We currently are aware that there was only a 50 % return. Out of that 50 % return evidence has shown that those returns are not in crisis. However, there are still some high areas of CDM work that did not make a return and therefore we do not know how compliant we are and what level of risk we have in these areas.</p>		CDM Policy and Procedure	Oct 2024	80%
			Competence and Maintaining Competence	Dec 2024	8%

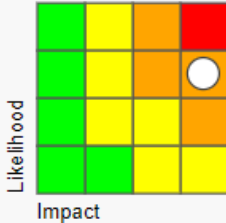

Appendix A1 – Corporate Risk Register Q2 2024-2025 as at August 2024

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p>Risk Title: CRR62 Possible failure to manage the Dedicated Schools Grant deficit by March 2026 will have a severe impact on the council's funding of all other services for communities</p> <p>Description: The Dedicated Schools Grant (DSG) deficit can currently be held separate from the Council's other reserves because a Statutory Override is in place. This Override is currently due to expire on 31 March 2026 and, if it is not renewed, this will mean that the DSG deficit will need to be added into the Council's other reserves on that date. This could result in the Council having insufficient reserves to continue normal operations and that would then require severe remedial actions to be undertaken.</p>	<p>Constant</p> 	<p>21 Likelihood =3 Impact = 7</p>		<p>3 Likelihood = 1 Impact = 3</p>	
<p>Risk Causes</p> <ul style="list-style-type: none"> • Overspend in the High Needs Block over a number of years • Increasing demand of Education, Health and Care needs Assessments (EHCNAs) • Increasing demand of Education, Health and Care Plans (EHCPs) • Prior to May 2023, lack of Parent Carer Forum (this has now been rectified) • Recruitment and Retention of Education Psychologists (National issue) • Significant overspend of the High Needs Block during Covid-19 • Significant delays and backlog of creating EHCPs • Lack of suitable state maintained specialist educational provision within the City 	Existing Controls		Mitigating Actions		
	Control		Action Title	Due Date	Progress
		1. Report tri-annually (as a minimum) in writing to the Department (Funding Policy Unit) on its progress towards implementing the plan as per the conditions set out in controls 2 and 3.	Co-produce and implement a city-wide SEND Inclusion Strategy to improve partnership working, joint accountability, planning, commissioning, and delivery, ensuring that SEND services are needs led	March 2026	0%
		2. The monitoring reports should include progress against the conditions of grant and a financial dashboard detailing various metrics relating to demand and cost. DfE will provide a template for this.	Enhance early intervention, effective outreach, school improvement and targeted funding to enable increased numbers of children and young people with EHCPs to be successfully supported in mainstream settings	March 2026	0%
	3. Inform the Department (Funding Policy Unit) of any unforeseen difficulties or impacts of carrying out the agreement, or any significant risks to reaching the agreed financial position as soon as they arise.	Use a 'Test and Learn' approach to support the development of creative and dynamic ways to retain young people in quality mainstream provision, meeting their needs, improving their educational	March 2026	0%	
	4. Meet with the Department at any time when the Department deems it necessary to discuss progress towards the agreement.				

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<p>Risk Consequences: The impact of this risk, based on its scope and context, is that unless this deficit is managed and reduced by March 2026 or the current statutory override is extended by HM Government, then the local authority may have to issue a s114(3) notice under the Local Government Finance Act 1988 stating that:</p> <ol style="list-style-type: none"> 1. The council is unable to set or maintain a balanced budget. 2. The council has no prospect of setting a balanced or lawful budget. 3. The council has inadequate reserves to meet emergencies. 		outcomes and reducing the risk of exclusion		
		Co-design, with schools, a standard practice of excellence in supporting children and young people with SEND through LA-commissioned SEND School Improvement Officers	March 2026	0%
		Improve the EHCP process through measures including speeding up time taken for assessments, plans and reviews	March 2026	0%
		Ensure effective joint governance of SEND improvement across the city, including improving quality and use of data for management performance and service planning, leading to improved accountability and speed of change	March 2026	0%
		Build provision to meet current and future demand with a focus on creating a flexible education estate that can adapt to changes in need	March 2026	0%
		Making representation to government departments in relation to: - the likely costs at a local level for the proposed Adult Social Care reforms. - an extension to the Statutory instrument facilitating the continuation of the DSG deficit whilst supporting	March 2025	0%
<p>Risk Owner(s): Director – Education and Skills</p>				
<p>Committee: Children and Young People</p>	<p>Summary of Progress: The consequences of this risk have been updated to reflect the risk of the local authority becoming insolvent and being forced to issue a s114(3) notice under the Local Government Finance Act 1988 informing of its financial position. Whilst a strategy is in place to reduce the likelihood and impact of this risk, further updates will be provided to inform of the local authority's short term actions to reduce the risk as of March 2026.</p>			
<p>Strategic Theme: Our Organisation</p>				

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Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p>Risk Title: Proposed CRR63 Possible failure to have appropriate insurance cover may lead to budget shocks from Council self-funding losses</p> <p>Description: This risk was created to inform and mitigate the possibility of a major budget shock caused by inadequate insurance coverage. The risk would materialise if one of our insurers is unable to provide full insurance coverage for an asset or service; or if an insurance claim was denied for lack of disclosure to our insurers.</p>	<p>New</p>	<p>21 Likelihood =3 Impact = 7</p>		<p>5 Likelihood = 1 Impact = 5</p>	
<p>Risk Causes</p> <ul style="list-style-type: none"> • Incorrect Insured values or inadequate valuation assets • Poor assets record keeping, or asset description not updated after upgrades. • Insurance for major capital projects not arranged until the time of commissioning/completion. • Officers not aware of their insurance responsibilities. Service teams lack understanding of what is required of them regarding insurance requirements. • Volunteer groups commit council to being responsible for insurance outcomes 	<p>Existing Controls</p>		<p>Mitigating Actions</p>		
<p>Risk Consequences:</p> <ul style="list-style-type: none"> • Assets are under-insured and reduces claims payouts. • Reputational damage to Risk and Insurance team for not meeting expectations . • Budget shocks if council must fund shortfalls. • Slower business recovery after incidents 	<p>Control</p>	<ul style="list-style-type: none"> • 'Uniform' Property Database - Ownership and Leases • Annual Insurance Renewal and Data Collection Process • Capital Projects Schedule Form Used to List New Builds Requiring Insurance • Fine Arts Third Party Loans by Council - Notified to Insurers • Forward Planning Renewal Engagement Schedule • Insurer Zurich Increases Property Portfolio Sums Insured 10-15% on Council's declarations • Schedule of Insurance Program stating premium calculations and provides a comparative exercise on previous years • Valuations - Chartered Institute of Public Finance and Accountancy (CIPFA) methodology used for desk-top valuations of Council property 	<p>Action Title</p>	<p>Due Date</p>	<p>Progress</p>
<p>Risk Owner(s): Director – Education and Skills</p>			<p>Insurance Roadshow - Develop Risk and Insurance 'Roadshow' for Service Engagement Outreach</p>	<p>30-Sep-24</p>	<p>25%</p>
			<p>Service Teams - Develop arrangement to obtain insurance data from Service teams in the required/ standard format.</p>	<p>15-Oct-24</p>	<p>10%</p>
			<p>Develop Council wide insurable asset list by class to avoid unknown exposures</p>	<p>16-Dec-24</p>	<p>5%</p>
			<p>New Asset Management System - Corporate Landlord - Engage in Procurement Process</p>	<p>17-Dec-24</p>	<p>15%</p>
			<p>New Project Management Office Framework - Early Notice of Insurance Arrangements</p>	<p>30-Apr-25</p>	<p>0%</p>
			<p>Insurance Exposure Consequences to be FY25/26 Contingent Liabilities</p>	<p>31-Mar-25</p>	<p>0%</p>
<p>Committee: Children and Young People</p>	<p>Summary of Progress: We are aware of the level of this threat and actively tracking all mitigations to reduce the financial exposures to the council within the next few months. Various meetings are ongoing with all relevant stakeholders.</p>				
<p>Strategic Theme: Our Organisation</p>					

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Risk Scoring Matrix

		Threat Impact (Negative risks)					Opportunity Impact (Positive Risk)						
Threat Likelihood	Almost certain	4 (Low)	12 (Medium)	20 (High)	28 (Critical)	28 (Significant)	20 (High)	12 (Medium)	4 (Low)	4	Almost certain		
	Likely	3 (Low)	9 (Medium)	15 (High)	21 (High)	21 (High)	15 (High)	9 (Medium)	3 (Low)	3	Likely		
	Unlikely	2 (Low)	6 (Medium)	10 (Medium)	14 (High)	14 (High)	10 (Medium)	6 (Medium)	2 (Low)	2	Unlikely		
	Rare	1 (Low)	3 (Low)	5 (Medium)	7 (Medium)	7 (Medium)	5 (Medium)	3 (Low)	1 (Low)	1	Rare		
		1 Minor	3 Moderate	5 Major	7 Critical	7 Exceptional	5 Significant	3 Modest	1 Slight				

Threat Level	Opportunity Level	Level of Risk	Actions Required
1-4	1-4	Low	May not need any further action / monitor at the Service level.
5-12	5-12	Medium	Action required, manage and monitor at the Directorate level.
14-21	14-21	High	Must be addressed - if Directorate level consider escalating to the Corporate Risk Report, if Corporate consider escalating to the Cabinet Lead.
28	28	Critical / Significant	Action required - escalate if a Directorate level risk, escalate to the Corporate Level, if Corporate bring to the attention of the Cabinet Lead to confirm action to be taken.

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LIKELIHOOD AND IMPACT RISK RATING SCORING

Likelihood Guidance

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

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

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