

# Decision Risk Assessment [Version 1.0]

<b>Title of Report</b>	Waking Watch
<b>Report Author</b>	Ashley Lehou-Reuben
<b>Date of Completion</b>	02/12/2024
<b>Purpose of this risk assessment</b>	
<p>Risk Management supports good corporate governance which in turn supports effective decision making and improved performance. Applying risk management processes will help strategic decision makers make informed decisions about of policy decisions and service delivery options.</p> <p>Risk is the chance of something happening that will have an impact on achievement of the council's aims or objectives. Risk can be both Positive Opportunities (for example, pursuing a grant or changing a way of working to increase efficiencies) and Negative Threats (such as the risk of financial loss or reputational damage to the council).</p> <p>Risk management is the identification, evaluation, management and review of these opportunities or threats.</p> <p>This risk assessment is intended to:</p> <ul style="list-style-type: none"><li>• Demonstrate that all significant risks related to the decision have been considered.</li><li>• Provides evidence that the decision maker has been provided with sufficient information about risks in terms of probability and impact</li><li>• Explain how the risks will be managed.</li></ul>	
<b>Guidance</b>	<p>The assessment requires the report author to record 'significant' risks identified in relation to the decision.</p> <ul style="list-style-type: none"><li>•Section 1 – Threat Risks - Identify and record the threat risks in relation to taking the proposed recommendation(s) (including the risks of implementation), and the risks of not taking the recommended action.</li><li>•Section 2 – Opportunity Risks - Identify and record the opportunity risks related to taking the proposed recommendation.</li></ul> <p>When identifying risks consider the type of risk – these can be related to finances, reputation, governance, technology, etc In addition, consider the actions and controls that serve to mitigate the risk or increase the opportunity.</p> <p>Please contact <a href="mailto:riskmanagement@bristol.gov.uk">riskmanagement@bristol.gov.uk</a> for further support.</p>
Further risk management guidance can be found on the Source	<a href="https://bristolcouncil.sharepoint.com/sites/Corporate/SitePages/risk-management.aspx">https://bristolcouncil.sharepoint.com/sites/Corporate/SitePages/risk-management.aspx</a>

Updates automatically

Updates automatically

Threat Risks														
Risk Title	Risk Description	Key Causes	Key Consequences	Status Open / Closed	Risk Category	Key Mitigations	Current Risk Level				Monetary Impact of Risk £k	Council Risk Appetite for the risk type identified	Does the risk exceed the council's risk appetite?	Financial Risk Exposure
							Likelihood	Impact	Risk Rating	Risk Level				
Life Safety Risk	- Increased risk to residents lives in case of a fire due to inadequate early warning systems and delayed evacuation.	- Lack of functioning fire alarms or linked sprinklers systems. - Presence of combustible external wall materials.	- Loss of life or serious injury. - Large-scale evacuation delays causing casualties.	Open	Personal Safety	- Provision of 24/7 waking watch. - Clear fire evacuation plans and resident communication. - Fire drills and training for residents	4	7	28	Critical		Averse	Yes	£0.00
Compliance Risk	- Risk of intervention or enforcement notices from the Fire and Rescue Service or the Regulator of Social Housing due to insufficient fire safety measures.	- Lack of compliance with interim fire safety expectations. - Delayed or incomplete FRAEW actions.	- Issuance of enforcement notices or financial penalties. - Reputational damage and increased oversight from regulators.	Open	Legal	- Temporary safety measures, including waking watch. - Engagement with fire safety experts and regulators. - Regular reporting and evidence of progress in addressing FRAEW actions. - Escalation of remedial works timelines.	4	7	28	Critical	Unlimited fines through HSE.	Cautious	Yes	Unlimited
Financial Risk	- Potential costs from litigation, compensation claims, and enforcement penalties if poor fire safety management is proven.	- Fire incidents leading to property damage and resident claims. - Legal challenges due to perceived failure of duty of care.	- High legal fees and costs for damages. - Budget constraints for other housing services due to diversion of funds.	Open	Financial Loss/Gain	- Provision of waking watch as a cost-effective interim measure. - Prioritise FRAEW actions to avoid further financial liabilities.	3	7	21	High		Cautious	Yes	£0.00
								0	FALSE		FALSE	#N/A	£0.00	
								0	FALSE		FALSE	#N/A	£0.00	
								0	FALSE		FALSE	#N/A	£0.00	
								0	FALSE		FALSE	#N/A	£0.00	
								0	FALSE		FALSE	#N/A	£0.00	

£0.00

Opportunity Risks											Updates Automatically	Updates Automatically
Opportunity Risk Title	Risk Description	Key Causes	Key Consequence	Status Open / Closed	Risk Category	Key Mitigations	Current Risk Level				Monetary Impact of Risk	Financial Opportunity Exposure
							Likelihood	Impact	Risk Rating	Risk Level	£k	
Reputational Opportunity	- Opportunity to demonstrate leadership and commitment to resident safety, enhancing trust and stakeholder confidence.	- Provision of proactive interim safety measures. - Transparent communication and accountability to residents and regulators.	- Improved public perception of the Bristol City Council. - Strengthened relationships with residents and regulators.	Open	Reputation	- Highlight positive steps through resident communication. - Ensure consistent communication about the progress of programmes.	3	5	15	High		£0.00
Financial Risk	- Potential high costs of providing waking watch service, impacting budget availability for other housing services.	- Extended duration of waking watch provision. - Unexpected delays in remedial works completion.	- Reduced funding for other housing programmes.	Open	Financial Loss/Gain	- Implement robust financial tracking and forecasting. - Ensure close monitoring and performance checking against remedial actions.	3	3	9	Medium		£0.00
Resident Expectation Risk	- Risk of residents becoming reliant on the waking watch service, delaying their trust in permanent fire safety measures (e.g. fire alarms).	- High visibility of waking watch staff, creating a sense of dependency.	- Challenges in transitioning to permanent measures.	Open	Personal Safety	- Communicate progress and timelines for permanent safety measures.	3	3	9	Medium		£0.00
									0	FALSE		£0.00
									0	FALSE		£0.00
									0	FALSE		£0.00
									0	FALSE		£0.00
									0	FALSE		£0.00

£0.00

<b>Threat Risks</b>	
Number of Open Risks	<b>3</b>
<b>CRITICAL</b>	<b>2</b>
<b>HIGH</b>	<b>1</b>
<b>MEDIUM</b>	<b>0</b>
<b>LOW</b>	<b>0</b>
<b>Cost Risk Exposure</b>	<b>£0.00</b>
<b>Number of risks exceeding risk appetite</b>	<b>3</b>
<b>Number of risks within risk appetite</b>	<b>0</b>

<b>Opportunity Risks</b>	
Number of Open Risks	<b>3</b>
<b>SIGNIFICANT</b>	<b>0</b>
<b>HIGH</b>	<b>1</b>
<b>MEDIUM</b>	<b>2</b>
<b>LOW</b>	<b>0</b>
<b>Cost Opportunity Exposure</b>	<b>£0.00</b>

**LIKELIHOOD AND IMPACT RISK RATING SCORING CRITERIA**

**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.

<p>Reputation</p>	<p>Minimal and transient loss of public or partner trust. Contained within the individual service.</p>	<p>Significant public or partner interest although limited potential for enhancement of, or damage to, reputation.</p> <p>Dissatisfaction reported through council complaints procedure but contained within the council.</p> <p>Local MP involvement.</p> <p>Some local media/social media interest.</p>	<p>Serious potential for enhancement of, or damage to, reputation and the willingness of other parties to collaborate or do business with the council.</p> <p>Dissatisfaction regularly reported through council complaints procedure.</p> <p>Higher levels of local or national interest.</p> <p>Higher levels of local media / social media interest.</p>	<p>Highly significant potential for enhancement of, or damage to, reputation and the willingness of other parties to collaborate or do business with the council.</p> <p>Intense local, national and potentially international media attention.</p> <p>Viral social media or online pick-up.</p> <p>Public enquiry or poor external assessor report.</p>
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