

Audit Committee

23rd November 2017



Report of: Director of Finance

Title: **Corporate Risk Register Update**

Ward: Citywide

Officers Presenting Report: Denise Murray – Director of Finance

Contact Telephone Number: 0117 3576255

Recommendation

The Audit Committee review and comment upon the draft Corporate Risk Register (CRR) as a source of assurance that risk management arrangements are in place and developing.

Summary

This report presents the newly refreshed draft Corporate Risk Register following consultation with management across the Council. The Risk Management Policy has also been reviewed and the draft CRR is now presented in the format required by the new policy. The CRR will be presented to Cabinet quarterly going forward.

The significant issues in the report are:

- The CRR should be an important tool in managing risk. It aims to provide an overview of the key risks and issues facing the Council and how they are being managed. (Paragraph 3)
- The review process has included managers from across the Council.
- The draft CRR is presented in the format required by the recently updated Risk Management Policy and is attached at Appendix A1. Issues are recorded in Appendix A2
- As strategic planning processes are developed and strengthened, identification of risk to the achievement of the Council's strategic priorities and objectives needs to develop



1. Policy

The Accounts and Audit Regulations 2015 require the Council to have effective arrangements for the management of risk and each year, in the Council's Annual Governance Statement, the Council is required to comment on the effectiveness of its arrangements in this regard. The statement must also identify any significant governance issues that may have resulted from failures in governance and risk management.

Risk Registers are an important part of risk management, and the new CRR has been prepared and is presented in line with the Risk Management Policy that was considered by the Committee in September 2017 and is due to be approved by Cabinet in December 2017.

2. Consultation

Internal – First to fourth tier managers, Extended Leadership Team, Strategic Leadership Team, Cabinet Member, Finance, Governance and Performance.

External – None

3. Context

- 3.1. Risk management is an important management tool and has been used by the Council for a number of years.
- 3.2. Risk registers have an important role in summarising risk information to provide assurance that risks and issues are correctly identified and are being effectively managed. The Council maintains registers to record and monitor risks at various levels. At the strategic level, in the Corporate Risk Register; and at an operational level in Directorate, Service, Programme and Project risk registers.
- 3.3. The Corporate Risk Register (CRR) contains strategic risks that, should they occur, could have a fundamental impact on the Council's ability to operate or achieve its strategic objectives; and is the means by which senior management and Members monitor and review the effectiveness of risk management arrangements in place to manage these risks. The Risk Management Policy requires risks presenting at a current risk level of 14 or above to be escalated to the CRR. The CRR can also include risks of a lower risk level that need to be monitored and reviewed corporately as determined by senior management.
- 3.4. The CRR was last updated and reviewed in January 2017. Since that time, work has been undertaken to review the Risk Management Policy to ensure it is fit for purpose and develop the CRR. Risk register formats have been reviewed as part of the policy review to provide for a more succinct format which should allow for better review and challenge.
- 3.5. The current CRR is presented in the new format which provides for both the risks faced and the opportunities available to the Council in achievement of its priorities and objectives to be recorded and reviewed. Additionally, the new risk register format extends to recording the management of risks that have already occurred which have caused significant 'issues' that need to be managed.

4. Review Process

- 4.1 Previously, risk identification was undertaken by members of the Extended Leadership Team which included Strategic and Service Directors (a top down approach). At a time

when there is significant change at this level of management, and to engage a wider management view, the current review has included gathering of views on the key corporate risks from as many managers as possible.

- 4.2 A survey was conducted which was circulated to all Directors, Service, Team, Programme and Project Managers to capture what they considered to be the main strategic risks facing the City Council at this time. The results from this survey were collated and reviewed with 'like' risks grouped together and duplications removed.
- 4.3 These risks were added to those in the previous CRR and an analysis of risks included in DRR's was completed to determine if any should escalate to the CRR. This work identified a 'long list' of risks which were then considered by the Extended Leadership Team for continued relevance for the current CRR.
- 4.4 A risk workshop with the Extended Leadership Team resulted in further streamlining/combining of risks. A Risk Owner for each risk was identified and risk owners asked to review the risks and complete the risk register entry for their risks.
- 4.5 SLT then overviewed the resulting draft CRR which is attached to this report in Appendix A.
- 4.6 The Cabinet Member for Finance, Governance and Performance has also been consulted on the CRR.

5. **The Corporate Risk Register.**

- 5.1. The draft CRR is attached at Appendix A. Appendix A1 contains 18 risks (17 risks and 1 opportunity) and Appendix A2 records one 'issue' that have been recorded.
- 5.2. Appendix B provides an extract from the Risk Management Policy to remind the Committee of the risk matrix and scoring guidance parameters.

6. **The Next Stages**

- 6.1. As strategic planning processes are developed and strengthened, identification of risk to the achievement of the Council's strategic priorities and objectives needs to develop. The CRR will need to ensure it also reflects these risks. Risk identification processes are being developed alongside the planning processes to achieve this. Mapping of risks already identified to achievement of corporate objectives will also be beneficial.
- 6.2. Directorate risk registers are currently being reviewed in line with the new policy requirements. Strategic Directors and their leadership teams need to continually review these and escalate risks where appropriate to the CRR. Embedding the escalation and review processes will be key to improving risk management arrangements. The following is an extract from the policy that demonstrates the escalation and review process agreed.



7. Monitoring and Review

7.1 The CRR will be a working document, and will be monitored and updated to reflect work undertaken and any events that have arisen, and will be reported on a regular basis to SLT and Cabinet for their consideration. The Audit Committee will continue to receive the risk register twice a year to review and gain assurance that the Council is effectively managing its key risks.

8. Proposal

The Audit Committee review and comment upon the draft Corporate Risk Register (CRR) as a source of assurance that risk management arrangements are in place.

9. Other Options Considered

None necessary. Having robust risk management processes in place is a requirement of the City Council. The CRR has been developed in line with the new Risk Management Policy.

10. Risk Assessment

The new CRR will further develop risk management within the City Council, and help arrangements embed.

11. Public Sector Equality Duties

7a) Before making a decision, section 149 Equality Act 2010 requires that each decision-maker considers the need to promote equality for persons with the following “protected characteristics”: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation. Each

decision-maker must, therefore, have due regard to the need to:

- i) Eliminate discrimination, harassment, victimisation and any other conduct prohibited under the Equality Act 2010.
- ii) Advance equality of opportunity between persons who share a relevant protected characteristic and those who do not share it. This involves having due regard, in particular, to the need to:-
 - remove or minimise disadvantage suffered by persons who share a relevant protected characteristic;
 - take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of people who do not share it (in relation to disabled people, this includes, in particular, steps to take account of disabled persons' disabilities);
 - encourage persons who share a protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
- iii) Foster good relations between persons who share a relevant protected characteristic and those who do not share it. This involves having due regard, in particular, to the need to :-
 - tackle prejudice; and
 - promote understanding.

7b) No equalities assessment necessary for this report.

Legal and Resource Implications:

Legal - N/A

Financial – N/A

Land – N/A

Personnel – N/A

Appendices:

Appendix A – Draft Corporate Risk Register

- **A1 – Risk Register**
- **A2 – Issues Register**

Appendix B – Extract from Risk Management Policy re Risk Matrix and scoring guidance

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

Background Papers:

Risk Management Policy

Draft Corporate Risk Register

Negative Risks that offer a threat to Bristol City Council and its Strategic Aims (Aim - Reduce Level of Risk)

Ref CRR	Risk Description	Key Causes	Key Consequence	Status Open / Closed	Risk Category	Risk Owner	Key Mitigations	Current Risk Level			Risk Tolerance			Actions to be undertaken			Escalation			Audit Trail					
								Direction of travel	Likelihood	Impact	Risk Rating	Likelihood	Impact	Risk Rating	Date	Responsible Officer	Escalated to: DRR/CRR	Escalated by:	Date	Portfolio Flag	Date risk identified	Date Risk Closed	Closed by:	Amends / Updates Completed Date:	By:
1	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	<ol style="list-style-type: none"> A failure to appropriately plan and deliver savings Unscheduled loss of material income streams Increase in demography, demand and costs for key council services. The inability to generate the minimum anticipated level of capital receipts. Inefficient reserves to facilitate short term initiatives, risks and liabilities. 	<ol style="list-style-type: none"> That unplanned or reactive measures would be needed in-year to deliver savings. That the Section 151 officer (Director of Finance) exercises statutory powers and restricts or stops all spending. That further reductions would impact service provision and service users That the council's reputation may be damaged. 	Open	Service provision / Financial Loss Gain / Reputation	S151 Officer/Director of Finance	<ol style="list-style-type: none"> Financial framework that ensures we have in place sound arrangements for financial planning, management, monitoring and reporting New spend decisions and borrowing is only supported where the source of revenue resources to meet the costs is clearly identified and availability confirmed by Finance Setting our accounts produced on time and without audit qualification is important to ensure that we can properly account for resources we have used during the year Ongoing management of the council's financial risks Internal audit also undertakes a number of reviews of our financial planning and monitoring arrangements. 	Decreased	Low	10	<£5m	Low	5	Nov-17	Denise Murray / SLT	CRR	Denise Murray	Nov-17	Finance, Governance and Performance	Nov-17					
2	Failure to reasonably estimate and agree the financial envelope available, both annually and in the long term, could result in the council being unable to set a balanced budget	<p>Financial Settlements and wider fiscal policy changes</p> <ol style="list-style-type: none"> The potential for new funding formulas such as fair funding, business rates retention, new national funding formula for schools and High Needs to significantly reduce the government funding available to the Council, alongside possible increase in demand for council services. <p>Political failure to facilitate the setting of a lawful budget</p> <ol style="list-style-type: none"> Unable to agree a deliverable programme of proposals that enables the required savings to be achieved. <p>Insufficient resources to mitigate risks and liabilities and provide resilience.</p> <ol style="list-style-type: none"> Rising inflation could lead to increased costs. Interest rate volatility impacting on the council's debt costs. Economic uncertainty impact on locally generated revenues - business rates and housing growth, impacting on council tax, new homes bonus and business rate income. Broad - the general uncertainty affecting the financial markets, levels of trade and investment. 	<ol style="list-style-type: none"> Potential failure to set a legal budget and council tax by the due date, would have a significant adverse impact on the council's ability to provide 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. That the budget includes savings which are not deliverable. That the council reserves are used for mitigating the medium-term financial plan, running down reserves, avoiding decision and reducing the Council's resilience Secretary of State intervention 	Open	Service provision / Financial Loss Gain / Reputation	S151 Officer / Director of Finance	<ol style="list-style-type: none"> Ensure a rigorous structure exists to oversee the budgetary control process from budget setting through to monitoring, oversight and scrutiny. Production of a programme of propositions that exceed the forecasted budget to provide members with options and headroom for variations in financial estimates. Review and diligence of budget proposals by DWG (SME and Relevant Professionals), SLT (Senior Leadership Team - the council's senior management team) and Executive Board (the principal decision-making body of the council) members. Agreement of initial budget, proposals and key assumptions by SLT and Executive Board and submission to scrutiny. Assessment of the adequacy of general reserves and any specific reserve which takes into account an assessment of the risks related to the budget estimates and financial / economic climate. 	Stable	Low	14	>£5m (potential)	Low	10	Nov-17	Denise Murray / SLT	CRR	Denise Murray	Nov-17	Finance, Governance and Performance	Nov-17					
3	If the Council fails to prioritise infrastructure investment and resources, has inconsistent policies and attitudes, and has no bargaining power regionally or with central government, there is a risk that inward investment will be reduced, making it difficult for the Council to realise its strategic priorities, ensure assets are efficient and fit for purpose in meeting current and future demand and support development of the local area.	<ol style="list-style-type: none"> No clear strategic direction and objective set for the Property estate. Services and resources are not fully aligned to objectives. Leadership capacity, engagement and capability are insufficient to drive change and transformation within the Council Resources (human and financial) are poorly managed, short term approach being adopted or are not contributing fully to Council priorities, resulting in agreed outcomes and objectives not being fully achieved. Ineffective collection, integrity and use of data and information. Infrastructure Condition and suitability of overall asset base is not being used or managed efficiently or effectively. 	<ol style="list-style-type: none"> Ineffective use of data and information can impact adversely on the timing and quality of decision making The Council may not have an infrastructure and asset base that is maintained, safe, efficient and fit for purpose and which supports development of the area and achievement of its objectives. Reduced ability to attract public & private sector investment into the city Increased costs of acquisition, disposal and maintenance. Negative publicity. Inability to demonstrate that best value is being achieved. 	Open	Service Provision/ Community/ Financial	Colin Moton Denise Murray	<ol style="list-style-type: none"> Develop strategies and implementation plans that ensure the property portfolio remains a major asset in supporting the achievement of corporate aims and objectives. More specifically place shaping including contributing to regeneration activity, affordable housing, community building and the financial sustainability of the Council. 	Stable	2	7	14	>£5m (potential)	1	5	5	Nov-17	Colin Moton Denise Murray	CRR	Nov-17	Finance, Governance and Performance	Nov-17				
4	The council fails to produce or embed a Corporate Strategy with clear links through to business planning and performance management, resulting in less effective implementation of policy, use of resources and/or partnership working.	<ol style="list-style-type: none"> Lack of staff resource and/or capacity to produce a robust Corporate Strategy. Lack of follow-up in compiling Business Plans and Service Plans in a timely fashion, which requires ownership across entire leadership team. Plans, policies, budget and/or resource not aligned to the Corporate Strategy. Significant changes in senior management roles and personnel results in lack of knowledge or a feeling of ownership in relation to the Corporate Strategy. 	<ol style="list-style-type: none"> Service activity and budgets do not align to the council's vision and do not contribute to its highest priorities. A 'managed decline' of service quality and quantity rather than an approach which reduces demand and dependency. Savings being achieved through short term measures, lack of clarity how they fit into a long term strategy. Partners becoming less willing to collaborate with the Council. A lack of ability to properly performance measure service and individual outcomes. 	Open	Service Provision	Tim Borrett	<ol style="list-style-type: none"> Additional capacity via Interim Head of Policy and Strategy and new Policy and Strategy team manager recruitment. Delivery teams consisting of policy, performance, change and communication expertise create to ensure delivery of Business Plans and Service Plans. Full communications plan for embedding Corporate Strategy, including full briefing of all Tier 1 - 3 managers. Planned addition of Corporate Strategy overview and links to business planning and performance to all Tier 1 - 4 management inductions. Review of MTFP and wider policy / strategy framework to check alignment with Corporate Strategy by April 2018. 	Decreased	2	7	14	>£5m (potential)	1	5	5	Nov-17	Tim Borrett	CRR	Tim Borrett	Nov-17	Finance, Governance and Performance	Nov-17			
5	Failure to prevent or detect acts of significant fraud or corruption against the Council from either internal or external sources.	<ol style="list-style-type: none"> Failure of management to implement a sound system of internal control and/or to demonstrate commitment to it at all times. Lack of clear management control of responsibility, authorities, delegation, etc Lack of resources to undertake the depth of work required to minimise the risks of fraud avoidance Poor physical security of assets. Lack of investment in fraud prevention and detection technology and resource. 	<ol style="list-style-type: none"> The inherent risks of fraud increase during times of change and uncertainty and this risk and associated controls requires constant review. Failure to prevent (at best) or detect (at worst) acts of significant fraud or corruption could have consequent financial or reputational damage to the Council 	Open	Financial loss/ Reputation	Denise Murray	<ol style="list-style-type: none"> Establish a comprehensive system of control which aims to prevent fraud, and increase the likelihood of detection including the following: <ol style="list-style-type: none"> Ensuring that the council's financial systems accurately record the financial transactions and robust control processes are in place which maximise the opportunity to prevent and detect fraud or inaccuracies. Ensure an accessible route to report suspected fraud is available to both the public and employees. Improve awareness of fraud and compliance through a process of reminders about ethics and conduct, fraud awareness training and other publicity. Strong and effective audit process which concentrates on areas of high fraud risk, investigates fraud where suspected and sanctions appropriately. A strong and robust policy on fraud, corruption and bribery which includes taking a strong stance when fraud is found including financial recovery. Investing in specialist fraud prevention and detection software and utilising cross organisation data to minimise the Council's exposure to fraud risk and aid early detection/prevention 	Increased	3	5	15	Up to £1m recoverable overpayments identified annually	2	5	10	01/11/2017	Denise Murray	CRR	Denise Murray	Nov-17	Finance, Governance and Performance	Nov-17			

Ref CRR	Risk Description	Key Causes	Key Consequence	Status Open / Closed	Risk Category	Risk Owner	Key Mitigations	Direction of level	Current Risk Level			Monetary Impact of Risk	Risk Tolerance			Actions to be undertaken		Escalation			Portfolio Flag	Audit Trail						
									High	Med	Low		High	Med	Low	Date	Resp. Officer	Escalated to:	Escalated by:	Date		Date risk identified	Date Risk	Closed by:	Amends / Updates Completed	By:		
6	In the current context of change, coupled with collective financial challenges, the effectiveness of partnership working may be jeopardised.	1.Lack of transparency in terms of governance and delegated decision making in relation to WECA. 2. Lack of clarity over partnership priorities leading to friction 3. In a period of change a lack of clarity as to the 'go to person' 4. Confusion over the range of plans and activities being undertaken, leading to duplication of effort.	1. Impact on effective joint working arrangements to deliver against key city priorities. 2. Opportunities being missed for more effective working or funding. 3. Delays in implementing decisions through lack of clarity on process. 4.Unintended consequences of single agency decisions	Open	Service provision	Alison Comley	1.Focused use of our strong partnership boards HWB, Learning City, Homes Board & Safer Bristol to focus on collective priorities and saving decisions. 2.Provide a strong presence in WECA structure of meetings so that decision making is clearly understood 3.Active share changes proposed in BCC so that partners are clear on direction of travel. 4. Use the City Plan work to make clear connections with partners as to future city trajectory	Increased	2	5	10	5m	2	3	6	07/11/2017	1.Meetings being held with key partners to discuss budget approach 2.Partners engaged in the development of the City Plan	Sr Dirs & S151 officer				Finance, Governance and Performance	Nov-17					
7	If the City Council does not meet its wide range of Health & Safety requirements then there could be a risk to the safety of citizens.	1. The Council has responsibility for a wide range of functions, buildings and vehicles with H&S implications. 2. The council is the largest social landlord in the city 3. Lack of effective processes and systems consistently being applied. 4. Need to ensure policies are kept up to date 5. Services are delivered through external contractors which need to be subject to the same level of scrutiny and compliance eg asbestos. 6. Budget pressures may impact on H&S issues eg tree management	1. Risk of injury to members of the public. 2. Risk of injury to our tenants 3. Risk of legal action/penalties against the authority, and individual managers, including possibility of Corporate Manslaughter. 4. Impact on the reputation of the City Council. 5. Lack of compliance with Health & Safety policies and safe practices, due to pressures of work or lack of training.	Open	Personal Safety	Alison Comley	1.H&S governance process in place from Joint Safety Committee, Tier 2 Safety Meeting and directorate team meetings. 2. Programme of work in place within council housing post Grenfell 3.H&S training available for all staff via induction, e learning pool and L&D 4.Contracts for external providers include H&S responsibilities 5. Corporate H&S team in place to support directorates and provide advice and guidance	Stable	4	5	20	Unlimited fines & custodial sentences	3	3	9	05/11/2017	1. Reg reporting of HTS issues to SLT with remedial action to 2nd ser HTS co-ordinators group 2.Programme of work post Grenfell which will be further developed in line with any emerging themes/outcomes from the Public Enquiry	A Comley/ G.Portingale	CRR		Nov-17	Finance, Governance and Performance	Nov-17					
8	If the safety of staff working in potential hazardous situations is not addressed then there is a risk to the safety of staff, and of legal penalties to the organisation.	1. If services are not able to order appropriate equipment required for staff safety. 2. Lack of appropriate equipment. 3. Lack of appropriate training. 4. Lack of oversight and control by local management 5. Lack of information on the potential or known risks.	1. Risk of injury to a colleague. 2. Staff put under undue pressure leading to staff taking sick leave, or leaving the organisation. 3. Risk of legal action against the authority, and individual managers. 4. Impact on the reputation of the City Council. 5. Lack of compliance with Health & Safety policies and safe practices, due to pressures of work or lack of training.	Open	Personal Safety	John Walsh	1. Accident/incident reporting procedure in place to monitor injury to colleagues. 2.Occupational Health support in place to provide management advice and employee support. 3. Risk assessment process and CHASMs in place to identify and monitor hazards, risks and appropriate actions. 4. Stress management training and stress risk assessment training available for managers and employees. 5. Health and Safety training available via e learning and L&D. 6. Workplace wellbeing initiatives being introduced and communicated as part of the workplace plan. 7. Quarterly Corporate Health and Safety management reporting through CHASMs to help identify compliance.	Increased	2	7	14	Unlimited fines and custodial sentences	1	7	7	30/10/2017	New Accident incident database and H&S management system recommended (possibly could be part of the new HR Payroll solution).	Gall Portingale (H&S)	2nd ser H&S Co-ordinators Group	Gall Portingale	Nov-17	Finance, Governance and Performance	Nov-17					
9	If we do not protect the City from flooding then there will be a serious risk of significant damage to homes, commercial property and infrastructure as well as risk to public safety.	1. Tidal surge, heavy rainfall, river and groundwater flood events. 2. Impact of climate change. 3. Lack of effective flood defences and preparedness for major incidents. 6. Impact on the reputation of the City Council.	1. Risk to life, health and wellbeing of citizens. 2. Damage to buildings and infrastructure. 3. Clean up costs. 4. Emergency housing need. 5. Impact on the local economy - direct losses and long term recovery.	Open	Personal Safety/ Community/ Financial	Peter Mann	Local Flood Risk Management Strategy (Cabinet 4.12.17) - comprising 5 keys areas and 43 separate actions in line with Environment Agency's national strategy.	Stable	3	5	15	>£5m	3	3	9	Annual	Sustained resourcing and delivery of all actions in LFRMS over life of strategy. Annual review of LFRMS to keep up to date and refresh action plan.	Peter Mann	CRR		Nov-17	Energy, Waste and Regulatory Services	Nov-17					
10	Failure in the management of the Harbour and Harbour Estate.	1. Poor Governance arrangements. 2. Poorly managed balance between commercial rigour and democratic accountability. 3. Failure to maintain the Harbour assets 4. Poor management	1. Financial impact of unexpected events and operational repairs 2. Impact on service users 3. Death and injury to the public and service users 4. Reputational Damage and loss of income	Open	Service Provision/ Financial Impact/ Personal safety	Bill Edrich	1. A full open harbour review involving users and public to prepare a harbour and harbour estates strategy	Stable but no of incidents since caretaking the service from Sept 2017.	3	7	21	Unlimited fines and custodial sentences. Lots of income, emergency repairs impacting upon contingency budget	2	3	6	30/10/2017	Prepare and implement a harbour estates strategy.	Bill Edrich	CRR	Bill Edrich	Nov-17	Housing	Nov-17					
11	If the City Council is subject to a successful Cyber Attack, or other breach of its data protection measures, then there could be serious implications for the organisation and the people it serves.	1. Deliberate or accidental infection of Council systems with malware or other intrusive or delivered virus. 2. Deliberate or accidental leak of sensitive information into the public domain. 3. System security arrangements not maintained or updated on a timely basis. 4. Lack of information or training on latest security arrangements/ threats.	1. Business as Usual activities could be seriously disrupted, impacting on the services delivered. 2. Reputational damage. 3. Legal implications, including financial penalties. 4. Impact on colleagues or citizens due to their personal information being obtained.	Open	Service provision	Annabel Scholes	1.Information Security Policy 2.Colleague/ partner information security training 3.Enterprise phishing training 4.Man-in-the-Middle Defence 5.External support in case of incident	Stable	3	5	15	High	3	5	15	31/11/2017	Develop and deliver new and updated Information Security training	Steven Pendleton	CRR		Nov-17	Finance, Governance and Performance	Nov-17					
12	If the organisation is not able to redesign its services quickly enough, a reduction in staffing levels and loss of experienced and skilled staff will have an impact on service delivery, and on remaining staff.	1. Staff leaving due to service redesign, reduction/cessing of some service areas, automation of processes, efficiency/savings requirements. 2. Poor morale due to the impact of change and the working environment. 3. Potential increased staff sickness levels. 4. The pace at which change and service redesign is required to meet efficiency targets requires constant resourcing 5. Imposed restrictions on pay rises have led to a net decrease in the value of salaries resulting in staff leaving to seek employment elsewhere.	1. Reduced staffing levels. 2. Loss of skilled staff. 3. Poor staff morale and increase sickness levels. 4. Difficulties in recruiting / retaining skilled staff. 5. Impact of service delivery, and the ability to respond positively to change.	Open	Service provision	Head of Paid Service	1.A senior management restructure is underway which will bring permanency and stability for the leadership team. This structure is currently out to formal consultation. 2.An organisation-wide leadership development and engagement programme will support colleagues during the time of transition. A new Leadership Framework that has been developed will be rolled out to provide support to enable our staff to become confident and supportive leaders for our workforce. 3. To promote a positive culture within the organisation, a new Vision, set of Values and Behaviours has been created in collaboration with staff focus groups, this will help set the tone of the organisation and assist in providing clarity of purpose. It will link directly through to a new performance framework that will provide clarity to staff about the expectations and how their work contributes to the success of the organisation. This will feature in the Workforce Plan which is currently being drafted. 4.A new training and development programme is being developed to support staff to meet the expectations of the organisation. 5.The Draft Corporate Plan and Budget Proposals have been published for consultation, the results of the consultation will provide clarity for staff in relation to priorities which will emerge out of new business plans, help our workforce focus its attention and resources on the areas that derive greatest results for our communities and residents.	Increased	4	5	20	loss of productivity	2	5	10	30/10/2017	1. Restructure consultation and activities underway. 2. Organisation values and behaviours out to consultation as part of senior management restructure and the Corporate Strategy Consultation. 3. Roll-out programme due to DLT in November 4. Coaching is in place for managers affected by restructure. 5. L&D programme in planning stages, due to SLT and Exec Board in November for sign off.	John Walsh/ Steph Griffin	CRR		Nov-17	Finance, Governance and Performance	Nov-17					

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									Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating	Date	Resp. Officer	Escalated to:	Escalated by:		Date	Date risk identified	Date Risk Closed	Closed by:	Amends / Updates Completed Date	By:		
13	If there is a lack of leadership or management skills then this could impact on performance and the ability to deliver positive change.	1. Loss of experience managers. 2. New skills sets required to meet new challenges. 3. Poor communication regarding change and new initiatives. 4. Need to make savings / increase income.	1. Reduced management capacity. 2. Impact on performance and staff morale. 3. Public and member resistance to proposed changes. 4. Lack of clear leadership.	Open	Service Provision	John Walsh	1. A draft leadership framework has been developed and is currently out to consultation as part of the senior management restructure. This will articulate the ask of leaders in the new organisation and against which a performance management framework will be developed. 2. A leadership development programme is being planned that will underpin the emerging organisation values and leadership framework. This is designed to build leadership capability throughout the organisation and a development pathway to support aspiring leaders. 3. To support existing managers during the transition phase, confidential career coaching is being offered to all managers at risk during the senior management restructure. Occupational Health support in place to provide management advice and employee support. 4. Risk assessment process and CHASMs in place to identify and monitor hazards, risks and appropriate actions. 5. Stress management training and stress risk assessment training available for managers and employees. 6. Workplace wellbeing initiatives being introduced and communicated. 7. Quarterly Corporate Health and Safety management reporting through CHASMs to help identify compliance, issues.	Increased	4	5	20	2	5	10	30/10/2017	Senior Management Review to be completed. Leadership framework and leadership development plan currently in design and due for consideration by SLT and Exec Board during November. Coaching in place now.	J Walsh Sheph Griffin	CRR		Nov-17	Finance, Governance and Performance	Nov-17						
14	If the City Council fails to prepare for successful implementation of the General Data Protection Regulations (GDPR) then it may fail to fully comply with its statutory requirements.	1. Failure to plan for the implementation of the GDPR being introduced in May 2018. 2. Failure to invest in the required systems, equipment and staff required to implement these regulations. 3. Failure to train staff in the requirements of the regulations.	1. Risk of breaching the regulations, and being subject to penalties / fines. 2. Reputational risks. 3. Risk of increased costs due to a failure to plan, and implement required changes in time for the implementation of these regulations.	Open	Legal	Senior Information Risk Owner (SIRO)	1. Project team in place. 2. Formulated approach around the ICO 12 step plan 3. Project Manager and Project Resources appointed 4. Briefed DLTs and IAO workshops 5. Record of Processing Activities (ROPA)s 6. Regional working group 7. Newsletter 8. ASGDPR mailbox 9. Revised DP guidance 10. E-Learning package 11. Source page	Increased	2	7	14	Increased fines	1	3	3	01/05/2018	1. Regular reporting to SLT on progress against plan 2. Setting up of project steering group to oversee delivery	SIRO	CRR		Nov-17	Finance, Governance and Performance	Nov-17					
15	If the City Council inadequately responds to a significant civil emergency, then the impact of the event will be increased with a greater impact on people and businesses.	1. Major incidents due to factors such as fire, floods and subsidence. 2. Civil disorder or terrorist attack. 3. Major infrastructure failure. 4. Lack of preparation and foresight. 5. Lack of investment in preventative or responsive measures. 6. Lack of a contingency/business continuity plan. 7. Lack of effective communications. 8. Lack of skilled staff.	1. Increased risk to public safety if effective measures not put in place. 2. Increased impact post event if effective contingency and communication plans not in place. 3. Reduced chances of preventing incidents due to a lack of foresight or investment. 4. Increased risk to staff. 5. Financial implications. 6. Increased recovery time post event if effective plans not in place. 7. Reputational damage to the organisation and its leaders.	Open	Service provision	Allison Comley	1. Senior leaders have all completed 1 day civil emergency planning training 2. New processes in place for on call emergency managers. 3. Plans tested in our response to Grenfell Tower 4. Business continuity plans being refreshed across key services 5. Additional investment made in emergency planning team	Increased	3	7	21	less than 3m	1	7	7	05/11/2017	1. Refresh of business continuity plans 2. Council wide group in place to lead this with directorate representatives	Jim Gilman & Allison Comley Dec 17	CRR		Nov-17	Nhoods	Nov-17					
16	Safeguarding: The Council fails to ensure adequate safeguarding measures are in place, resulting in harm or death to a vulnerable adult or child.	1. Lack of compliance with procedures or legislation. 2. Poor information sharing. 3. Lack of capacity or resources to deliver safe practice 4. Ensuring we commission safe care for vulnerable adults, children and elderly	1. Culpable for harm or fatality of vulnerable person. 2. Litigation. 3. Financial costs. 4. Reputational damage. 5. Placing people in unsafe care	Open	Personal Safety	Terry Dafter (Adults) Jacqui Jensen (Childrens)	1. We are increasing capacity in the commissioning team to lead on monitoring quality in the care sector. This should allow us to work proactively where poor practice is identified. 2. Implementation of Children Services Improvement plan following Closed inspections. 3. Regular safeguarding Assurance Visits to internal settings 4. Effective City Safeguarding Boards for both Adults and Childrens	Stable	2	7	14	Potential claims and litigation.	2	7	14	2019/20	Adults and Childrens Major Change programmes (Better Lives and Strengthening Families respectively) launched by City Council but involving all partners with a safeguarding responsibility.	Terry Dafter/Jacqui Jensen	CRR		Nov-17	Children and Young People Services/ Adult Social Care	Nov-17					
17	Failure to Manage Asbestos	Funding for Contractor training has not been agreed and, therefore, the Asbestos Policy cannot be ratified.	1. Asbestos survey failures. 2. Asbestos exposure incidents putting the public and employees at risk of harm (serious ill-health/death). 3. Unlimited fines and custodial sentences for the employer. 4. Reputational risk.	Open	Personal Safety/ Reputation	Bill Edrich	1. Properties are surveyed prior to any work being undertaken by contractors. 2. Asbestos incidents are being reported via the Corporate health and safety accident/incident process. 3. There is a process for reporting Asbestos exposure incidents to the HSE via F2508 form (compliance with HSE law). 4. Asbestos incidents are investigated in-house and appropriate actions taken.	Increased	3	7	21	Unlimited fines and custodial sentences	2	7	14	30/10/2017	Request for funding for Contractor training. Agreed by 2nd tier Coordinator Group 20/10/17 - to access funding via L&D.	Gail Portingale	CRR	John Walsh	Nov-17	Finance, Governance and Performance	Nov-17					
Positive Risks that offer an opportunity to Bristol City Council and its Strategic Aims (Aim - Increase Level of Risk / Opportunity)																												
Ref CRR	Risk Description	Key Causes	Key Consequence	Status Open / Closed	Risk Category	Risk Owner	Key Mitigations	Direction of travel	Current Risk Level			Monetary Impact of Risk £k	Risk Tolerance			Actions to be undertaken		Escalation		Portfolio Flag	Audit Trail							
									Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating	Date	Resp. Officer	Escalated to:	Escalated by:		Date	Date risk identified	Date Risk Closed	Closed by:	Amends / Updates Completed Date	By:		
18	If we were to invest more in the external market, to offer citizens alternative and independent solutions then pressure on SCC services/budget could reduce	1. Need to achieve savings, and enable more cost effective ways of delivering services. Some risk averse behaviour because we believe that we always have a duty to provide.	1. Requires new approach to services, recognising different ways to deliver services through separate agencies. 2. Potential to improve services amend reduce costs. 3. Risk associated with this approach will need to be managed.	Open	Service Delivery/ Financial	Terry Dafter	Under development	Increased	4	5	20	> ESK			0					Nov-17	Nov-17							

Draft Corporate Issue Register

Issues that are a threat to the Organisation and its Strategic Aims (Aim - Reduce Impact of the issue)

Ref CIR	Issue	Cause	Consequence	Status Open / Closed	Issue Category	Issue Owner	Current Impact Rating	Monetary Impact of Issue Ek	Action Plan in Place (Date Agreed))	Target Impact Rating	Target Date	Progress	Actions to be undertaken		Escalatio n			Portfolio Flag	Audit Trail					
													(Include dates as appropriate)	Resp. Officer	Escalated to: DRR/CRR	Escalated by:	Date		Date issue Identified	Date Issue Closed	Closed by:	Amends / Updates Completed Date:	By:	
1	The City Council relies on a wide range of ICT software and hardware, some packages being outdated and others not working at an optimum level.	1. lack of long term investment. 2. Lack of affordable alternatives to older software packages. 3. Systems not delivering to expected levels. 4. Reduced staffing levels. 5. Reduced budgets preventing upgrades / rationalisation.	1. Disaster Recovery covers key business systems, but not all of the Councils Applications. 2. Downtime would result following a significant incident. 3. Increased risk of failure and inability to restore services and/or data in a timely manner due to obsolescence. 4. Potential efficiencies from improved systems not achieved. 5. Increased costs in the longer term.	Open	Service provision	Annabel Scholes	3	Approx 5,000 (Capital provision already in place for this)	Under development as part of Current State Assessment and Capital plan.	1	01/03/2019	Proposals under development for migration to cloud based services - this will reduce reliance on maintaining hardware up to date. An application strategy and plan will derive from our future state assessment this will seek to rationalise our application estate and inform a roadmap of migration.	Produce cloud migration plan - 31/01/2018 Complete cloud migration - 30/11/18 Complete future state assessment - 31/03/18	Ian Gale				Finance, Governance and Performance	Nov - 17					

Positive Issues that offer an opportunity to the Organisation and its Strategic Aims (Aim - Increase Level of Risk / Opportunity)

Ref CIR	Issue	Cause	Consequence	Status Open / Closed	Issue Category	Issue Owner	Current Impact Rating	Monetary Impact of Issue Ek	Action Plan in Place	Target Impact Rating	Target Date	Progress	Actions to be undertaken		Escalatio n			Portfolio Flag	Audit Trail						
													(Include dates as appropriate)	Resp. Officer	Escalated to: DRR/CRR	Escalated by:	Date		Date issue Identified	Date Issue Closed	Closed by:	Amends / Updates Completed Date:	By:		
	None																								

Extract from Risk Mangement Policy

Appendix B

Risk Matrix

Level of Strategic Risk

Likelihood	4	4	12	20	28
	3	3	9	15	21
	2	2	6	10	14
	1	1	3	5	7
Likelihood x Impact = Overall Risk level		1	3	5	7
Impact					

Likelihood Guidance

Likelihood	Likelihood Ratings			
	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

N.B. Risk to be assessed against all of the Categories, and the highest score used in the matrix.

Impact Category	Impact Levels			
	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.

<p>Programme / Project Management</p> <p><i>(Including developing commercial enterprises)</i></p>	<p>Minor delays and/or budget overspend, but can be brought back on schedule with this project stage.</p> <p>No threat to delivery of the project on time and to budget and no threat to identified benefits / outcomes.</p>	<p>Slippage causes significant delay to delivery of key project milestones, and/or budget overspends.</p> <p>No threat to overall delivery of the project and the identified benefits / outcomes.</p>	<p>Slippage causes significant delay to delivery of key project milestones; and/or major budget overspends.</p> <p>Major threat to delivery of the project on time and to budget, and achievement of one or more benefits / outcomes.</p>	<p>Significant issues threaten delivery of the entire project.</p> <p>Could lead to project being cancelled or put on hold.</p>
<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>

Risk Scores – Required Action and Escalation:

Negative Risks (Threats)	
Level	Actions Required
1 - 5	Low: May not need any further action / monitor at the service level.
6 - 12	Medium: Action required, manage and monitor at the Directorate level.
14-21	High: Must be addressed – if Directorate level consider escalating to the Corporate Risk Register, if Corporate consider escalating to the Cabinet Lead.

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