

Directorate Risk Register as at January 12 2021 – Threat Risks to the achievement of Bristol City Council's Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
			Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating
<b>GDRR1: Failure to Manage Asbestos.</b> Failure to manage the asbestos management plan for properties.  Key potential causes are: <ul style="list-style-type: none"><li>• Staff availability to carry out work plans in a safe way.</li><li>• Lack of appropriate training.</li><li>• Lack of oversight and control by local management.</li><li>• Lack of information on the potential or known risks.</li><li>• Inadequate contract management arrangements.</li><li>• Lack of effective processes and systems consistently being applied.</li><li>• Policies are not kept up to date.</li><li>• Budget pressures.</li><li>• Restrictions for operating normally caused by external factors beyond the control of BCC i.e. Covid-19 pandemic.</li></ul>	The previous action plan of 2019 has laid foundation for improved processes to manage asbestos and this continues to be effectively embedded within the culture of the service.  The main elements of the plan have been implemented and full completion will be presumed once the Asbestos Management Plan has had a final review, currently in process and due December 2020.  Management proactivity and training across the service has seen a fall of asbestos incidents and strong processes exist to manage exposure incidents should they in future arise. Asbestos surveys and information contained therein form a key element to reduce asbestos exposure risk. Because of their importance they feature strongly throughout work processes within Planned Programmes and Response and Void services. Historic surveys are readily available for use and scrutiny but to provide added assurance new asbestos surveys are completed both ahead of works and subsequently thereafter.  Improvements to manage asbestos risk within housing stock has been made over the previous 12 months with long outstanding surveys relevant to house-block type flats having now been completed. Asbestos surveys and removal works within high rise blocks have also been undertaken, removal works will continue throughout 2021.  The Covid pandemic has resulted in an interruption of asbestos awareness training for the bulk of 2020 but decisions made this month will allow face to face training to be reinstated whilst also being Covid secure. The resumption of this successful training package for new staff and staff requiring refresher training is planned this year.  In the previous 12 months the housing safety team has grown in number and has had a direct and positive input with investigating incidents and reducing asbestos risk through their intervention. Property Services have improved the contract management arrangements with MSS, the surveyor to ensure that all inspections are carried out according to required timescales.  Evidencing asbestos compliance to satisfy the Housing Regulator has been given a significant focus this quarter.  Property CHASM project is underway, to ensure all premises report on compliance.  Action Owner: Director of Housing and Landlord Services (for Social Housing), Director HR, Workforce and Organisational Design.	➡	2	5	10	The structure of the new team has been identified by the Construction Safety Manager and recruitment to post is ongoing.  The terms of reference for the new Team are being developed, it is envisaged that the team will take working responsibility for the Keystone asbestos management software and for leading other asbestos improvement strategies from January 2021 (handovers nearing completion)	1	5	5
Risk Owner: Executive Director Growth and Regeneration, Director HR, Workforce and Organisational Design.	Action Owner: Director Housing and Landlord Services; Director HR, Workforce and Organisational Design.		Portfolio Flag: Finance, Governance and Performance.			Strategy Theme: Our Organisation.			

CRR2 on the Corporate Risk Report

Directorate Risk Register as at January 12 2021 – Threat Risks to the achievement of Bristol City Council's Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
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<b>GDRR2: Business Continuity (BC) and Councils Service Resilience.</b> If the council has a Business Continuity disruption and is unable to ensure the resilience of key BCC operations and business activities, then the impact of the event may be increased with a greater impact on people and council services.  Key potential causes are: <ul style="list-style-type: none"><li>• Strikes (People, Fuel).</li><li>• Loss of key staff (communicable diseases and influenza epidemics).</li><li>• Loss of suppliers.</li><li>• Loss of accommodation to deliver key services.</li><li>• Loss of equipment.</li><li>• Any event which may cause major disruption.</li><li>• Unavailability of IT and/or Telecoms.</li><li>• Loss of staff/staff availability.</li><li>• Knowledge loss.</li></ul> Reduced chances of preventing/responding to incidents due to a lack of forward planning or investment.	Responding to Covid has accelerated BC planning in key areas (e.g. homeworking and managing resilient supply chains) and increased resilience.  A Business Continuity survey has been released to all Heads of Service (completion date 16 Oct) requiring services to reflect on the Covid experience and their BC plans / resilience. The survey points out the likely challenges ahead and asks services to consider their 'critical activities' and the resources they need to deliver them, as well as consider other risks to the continuity of their services.  The Agile and Resilient Working Group chaired by John Walsh has been established and is meeting regularly to address staffing resilience, including IT to support homeworking, in response to the ongoing homeworking now necessary due to Covid.  Supply chain resilience vis à vis Covid and Brexit is being addressed through the Brexit Project Board, chaired by Tim Borrett. A supply chain survey has been sent out by the Procurement Team to all Council suppliers and contractors. Analysis of the survey is ongoing.  Usual winter preparations are underway and the Severe Weather Team, chaired by Pete Anderson has met to coordinate preparations and understand the impact of Covid on usual arrangements.  A number of Policies, procedures and arrangements are in place including duty rotas for key service areas and the Duty Director rota. The Incident Response Plan updated in December 2019.	▲	4	5	20	Due to Covid-19, the Corporate Business Continuity Plan will be reviewed in Q3 and Q4 2020/21. The Covid emergency further developed continuity planning across the Authority and our supply chains. BC Policy and Plans to be reviewed as part of Covid Recovery.  Business Continuity Manager will ensure the learning Covid continuity planning is captured by teams, services and directorates. This will feed into the Council's approach to Recovery.  New Senior Management on-call rota (weekly) has been introduced containing the core services on-call points of contact, including ICT, Public Health, Facilities Management, Housing, Children Services, Adult Care and ICT.  The Businesses Continuity Working Group will be refreshed within the year and we are currently drafting a plan for future exercises to test different elements of BCC Business Continuity arrangements with partners July 2019 was delayed. As part of the Covid recovery, the Businesses Continuity Working Group will be refreshed and plans for future exercises to test different elements of BCC Business Continuity arrangements with partners will be developed.  Recruitment of a new CPU Manager will add a much-needed resource and focus on both internal and external business continuity.  The Agile and Resilient Working Group has been established to manage the homeworking necessitated by Covid. The Group includes IT from a resilient IT perspective, but also considers service need, access to buildings and staff welfare.  A review of Service Level Business Continuity Plans will be carried out by January 2021. We are introducing a quality assurance approach for our business continuity plans to emphasise service accountability.  We continue to work closely with partners through the LRF to understand Covid, EU Exit Risks and winter pressures and the impact they may have on continuity.	1	5	5
Risk Owner: Executive Director Growth and Regeneration Chief Executive, Director Management of Place.	Action Owner: Director Management of Place and Civil Protection Manager.	Portfolio Flag: Finance, Governance and Performance.			Strategy Theme: Our Organisation, Wellbeing.				

CRR5 on the Corporate Risk Report

Directorate Risk Register as at January 12 2021 – Threat Risks to the achievement of Bristol City Council's Objectives.							Tolerance Risk Level		
Risk title and description	What we have done	Performance	Current Risk Level		What we are doing	Likelihood	Impact	Risk Rating	
			Likelihood	Impact					
<b>GDRR3: Failure to deliver suitable emergency planning measures and respond to and manage emergency events when they occur. (Civil Contingency and Resilience)</b>  If the City has a Major Incident, Contractor Failure or the council inadequately responds, then the impact of the event may be increased with a greater impact on people and businesses.  Key potential causes are: <ul style="list-style-type: none"><li>• Critical services unprepared or have ineffective emergency and business continuity plans and associated activities.</li><li>• Lack of resilience in the supply chain hampers effective response to incidents.</li><li>• Lack of trained and available strategic staff.</li></ul>	BCC plays a leading role in the Avon and Somerset Local Resilience Forum (LRF), the multi-agency partnership of all the organisations needed to prepare for an emergency in the LRF area. It includes the emergency services, health services, Maritime and Coastal Agency, Environment Agency, volunteer agencies, utility companies, transport providers and the five councils of Bath and North East Somerset, Bristol, North Somerset, Somerset and South Gloucestershire. The Avon and Somerset works to the Avon and Somerset Community Risk Register.  A system is in place for ongoing monitoring of severe weather events (SWIMS).  Emergency planning training has been rolled and a multi-agency exercise is regularly conducted to test different elements of BCC emergency arrangements with partners. The most recent exercises being Day Two May 2018, Dark Zodiac April 2018, Saxon Resolve November 2017 and major COMAH training exercise in November 2018 (Operation Spitfire).  A senior management on-call rota has been devised, agreed and is monitored. Emergency volunteers have been recruited to aid emergency responses. Duty rotas in other key service delivery areas (e.g. Housing and Social Care) are also in place.  The Bristol Operations Centre capacity to support multi-agency operations has been tested.  BCC took receipt the South West's share of the National Emergency Mortuary Equipment in July 2018 and arrangements for establishing Flax Bourton Public Mortuary as a dedicated disaster mortuary are in place.  A progress paper on Civil Contingency is scheduled to go to the Corporate Leadership Board in early 2020.  Recruitment and training of additional Emergency Centre Managers and Emergency Volunteers is ongoing.  A review and exercise of the COMAH (Control of Major Accident Hazards) Plan is complete.  The Covid-19 emergency has stretched the Council's emergency response capacity and created additional strains and pressures across all responding agencies and the city systems in place to manage emergencies.  The risk of a concurrent emergency during the Covid crisis is arguably higher than before the crisis. Covid pressures and additional safety considerations with regards to response have required the OOH CPU service reduce to a telephone only service. Partner agencies are aware.  Measures for managing a concurrent emergency have been discussed with emergency services and e.g. the Fire Service has arrangements to support residential evacuations during this period. A 'concurrent emergency' plan is being drafted.  Emergency Planning College (EPC)-led Strategic Incident Management Training session was delivered to senior officers in November 2019.  We tested the Bristol Operations Centre capacity to support multi-agency operations.  BCC took receipt the South West's share of the National Emergency Mortuary Equipment in July 2018. BCC led the ASLRF Excess Death Management Coordination through the 1st Covid Wave.		4	5	20	The ongoing recovery and recovery to Covid have exercised, informed and improved emergency response.  However, learning needs to be absorbed and the risk landscape continues to look challenging with Covid, EU Exit and winter pressures converging.  We continue to respond to and recover from the most significant Civil Contingencies challenge since WWII, testing and improving command and control and emergency response capacity in logistics, excess death management and recovery.  An 'Introduction to Emergency Planning' e-learning package is in progress.  Voluntary agency capacity to support incidents has been reviewed by BCC through the LRF.  Training for staff to support incident response and recovery (admin, logging, logistics and support to victims, survivors and evacuees) is ongoing.  We are in close contact with emergency services regarding the heightened risk of a concurrent emergency during Covid-19.  'Concurrent' emergency arrangements are being put in place with partners.  A 'concurrent emergency plan' is being drafted.	1	5	5
Risk Owner: Executive Director Growth and Regeneration, Director Management of Place.	Action Owner: Director Management of Place, and Civil Protection Manager.	Portfolio Flag: Finance, Governance and Performance.	Strategy Theme: Our Organisation, Wellbeing.						

CRR12 on the Corporate Risk Report

## Appendix A: Bristol City Council – Directorate Risk Report (register of risk summary) Q3 2020/21

## Threat Risks

Directorate Risk Register as at January 12 2021 – Threat Risks to the achievement of Bristol City Council's Objectives.

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<b>GDRR4: Failure to deliver enough homes to meet the City's needs.</b> (Previously the risk of failing to deliver the range of housing to meet Bristol's needs and not realise the ambition to deliver 2000 homes, of which 800 are affordable, per annum by 2020). Strategies and delivery models designed to further stimulate growth in the housing market and deliver diversity of the housing offer across the city prove to be ineffective and do not attract and retain economically active residents.  Key potential causes are: <ul style="list-style-type: none"><li>• Not enough planning applications submitted.</li><li>• Not enough permission granted.</li><li>• Insufficient housing land identified in planning documents.</li><li>• Inability of the housebuilding industry to deliver at this level.</li><li>• Increased uncertainty in the market due to Brexit and Covid-19.</li></ul>	Granted planning permissions. Secured additional grant funding for infrastructure. Released land. Issued grants to Registered Providers (RPs). Established a Local Housing Company (Goram Homes). Secured funding from Homes England under HIF and Accelerated Construction and Community Development in order to release further housing land. Established a grant funding programme to subsidise the delivery of affordable homes.  Introduced the Affordable Housing Practice Note. Worked collaboratively with Homes England to maximise subsidy in schemes to provide as much affordable housing as possible. Required a minimum of 30% affordable housing on land released by the Council.  Revised the Affordable Housing Grant Funding Policy to ensure it is relevant and assist the delivery of new affordable homes.  Created a single multi-disciplinary Housing Delivery Team and additional capacity with Property, Planning, Highways and Legal.	↔	3	5	15	Monitoring and review the impact of the coronavirus on the Housing Market, on Housing Association and Developer Partners delivery Programmes.  We refocus the HDT delivery programme to de-risk sites to create a pipeline of investable development opportunities to bring forward for development once the impact of Covid-19 on the housing market are clearer.  We have ongoing active engagement with Housing Association Partners to offer enabling support and grant funding to increase the provision of affordable housing at every opportunity. Looking at ways in which the HRA development programme can be accelerated.  We are addressing all areas of provision including: Community Led Housing (CLH), Registered Providers (RPs) and Direct Delivery, (New Council Homes).  We are recruiting to new posts in the Housing Delivery Team.  We are looking at opportunities to fund the acquisition of additional homes on development sites.  Working closely with Homes England to ensure additional subsidy is secured.  Continue to promote the Affordable Housing Grant Funding Programme to maximise the opportunities to deliver affordable housing potentially unlocking stalled sites.  We are considering amending the Affordable Housing Practice Note and Grant Funding Policy to stimulate delivery of affordable homes.	2	5	10
Risk Owner: Executive Director Growth and Regeneration, Director Development of Place.	Action Owner: Director Development of Place.	Portfolio Flag: Housing.	Strategy Theme: Fair and Inclusive.						

CRR18 on the Corporate Risk Report

Directorate Risk Register as at January 12 2021 – Threat Risks to the achievement of Bristol City Council's Objectives.

Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
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<b>GDRR5: Tree Management.</b>  Risk of trees and tree limbs falling and causing harm to people or property due to unfavourable weather conditions and tree diseases.  Key potential causes are: <ul style="list-style-type: none"><li>• The Council has 100,000 trees. Severe weather conditions and / or disease can lead to tree failure.</li><li>• Lack of maintenance of trees can result in tree failure.</li><li>• Some council trees are not being managed or inspected, increasing the chance of failure.</li><li>• Failure to carry out regular and programmed tree inspections could result in tree and limb failure.</li></ul>	The service is rolling out a new Quantified Tree Risk Assessment (QTRA) system which increases efficiency of tree inspections - raising the capacity to inspect with the same resources. Trees are being grouped and brought in to the new system and the process will continue through 2020 to 2022.  The tree management contract has been re-tendered and a new five year contract began on 1 April 2020. The contract provides new scope to bring all trees on council-owned land in to management.  The cost of this will be covered by the departments on whose land the trees are situated - more finance work is needed on this. One additional officer is being recruited to assess trees on land not currently proactively managed.  The cabinet report of June 2019 proposed using the Parks reserve to pay for this post until the role can be mainstreamed into the council's revenue budget. GIS analysis work on trees is underway.	↔	3	5	15	Analysis continues on trees potentially at risk.  The tree management contract has been renewed from April 1st 2020 for 5+5 and incorporates potential uplift to manage a higher number of trees in council ownership. Carry out in-depth audit of non-managed sites to identify costs to service areas.  Analysis of all trees is the main task and this takes time to complete. Desktop mapping is completed and trees will need to be assessed. Cabinet report approval means that additional personnel resource is being recruited to undertake the work. Finance work to identify budget to pay for tree maintenance works from landowning departments still needs to be done. Departments were alerted initially Oct 2019.  Budget uplift for new contract is proposed to be taken from land owning departments but this needs to be confirmed by finance and departments. Not yet agreed at service level. Relevant service asset managers have been advised.  We continue to bring more trees and sites into scope as part of the ongoing work. Carry out in-depth audit of non-managed sites to identify costs to service areas.	1	5	5
Risk Owner: Executive Director Growth and Regeneration, Director Management of Place.	Action Owner: Director Management of Place.	Portfolio Flag: Communities.	Strategy Theme: Our Organisation, Wellbeing.						

CRR19 on the Corporate Risk Report

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<b>GDRR6: Capital Transport Programme Delivery</b> Management of the overall transport capital programme is key to ensuring we deliver against mayoral priorities in the most cost and time efficient way possible. Failure to do so negatively impacts the council's reputation and finances and makes the council less likely to reduce congestion, air pollution and inequality.  Key potential causes are: <ul style="list-style-type: none"><li>• Overspend on individual schemes leading to uncontrollable cost pressures.</li><li>• Underspend on annual profile.</li><li>• Lack of coordination and programme management across divisions.</li><li>• Covid-19.</li></ul>	Transport Programme Team and Delivery Board established.  Shared paperwork and highlight reporting process initiated.  Regular briefings and reporting to senior management and cabinet members.  5-year capital programme mapping process underway.  Regular reviews with directors taking place, workshop carried out to examine governance and further improvements to processes.	➡	3	3	9	Covid-19 lockdown has restricted progress of all non-essential capital programme schemes. This is in part due to the non-essential nature of schemes but also down to the inability to carry out site surveys, engage and consult appropriately and to process TROs. We have restarted processing TROs following revised government guidance. We are also reviewing the whole programme in light of the challenges posed by COVID-19. Working with Transport Planning Team (TPT) and other managers to develop systems further engaging with Directors of Economy of Place and Management of Place, to develop proposals for overall improved management of capital programme and recruitment of appropriate resource levels. We continue to develop Transport Planning Team (TPT), Transport Programme Delivery Board (TPDB) and highlight report processes which are governed by the Growth and Regeneration (G&R) Board (monthly meeting). 5 Year mapping ongoing, 2019/20 programme mapped and ongoing. The Emergency Active Travel Fund (EATF) announced by the Department for Transport (DfT) has meant reprioritising resource to deliver cycle schemes and social distancing across the city. This has and will inevitably lead to some profiling and adjustment of the programme. This is ongoing, it is likely that funds can be carried forward to next year and that some funds will be allocated to supporting EATF schemes. All schemes restarted and works progressing well. 6-month review has highlighted schemes that are behind programme and re-profiling taking place currently.	2	3	6
Risk Owner: Executive Director Growth and Regeneration, Director Economy of Place.	Action Owner: Director Economy of Place.	Portfolio Flag: Communities.	Strategy Theme: Our Organisation, Wellbeing.						

CRR27 on the Corporate Risk Report

## Directorate Risk Register as at January 12 2021 – Threat Risks to the achievement of Bristol City Council's Objectives.

Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
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<b>GDRR7: Failure to deliver enough affordable Homes to meet the City's needs.</b> (Previously Failure to deliver 800 affordable homes per annum to meet Local Housing Need).  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.  Key potential causes are: <ul style="list-style-type: none"><li>• Subsidy availability.</li><li>• Insufficient land available.</li><li>• Uncertainty in the housing market as a result of Covid-19.</li><li>• Not enough planning applications submitted.</li><li>• Not enough permission granted.</li><li>• Inability of the housebuilding industry to deliver at this level.</li><li>• Increased uncertainty in the market due to Brexit.</li><li>• Lack of capacity within the council's delivery system and the local market.</li><li>• Insufficient housing land identified in planning documents.</li></ul>	Established a grant funding programme to subsidise the delivery of affordable homes.  Introduced the Affordable Housing Practice Note.  Working collaboratively with Homes England to maximise subsidy in schemes to provide as much affordable housing as possible.  Requiring a minimum of 30% affordable housing on land released by the Council.  Refer to CRR18 page 9 for full list of interventions.	➡	4	7	28	We are reviewing the impact of Covid-19 on Housing Association and Developer Partners delivery programmes.  Intending to refocus the Housing Delivery Team delivery programme to de-risk sites to create a pipeline of investable development opportunities to bring forward for development once the impact of Covid-19 on the housing market are clearer.  Continue to promote the Affordable Housing Grant Funding Programme to maximise the opportunities to deliver affordable housing potentially unlocking stalled sites.  Working closely with Homes England to ensure additional subsidy is secured.  Identifying opportunities to acquire additional affordable homes off the shelf.	3	5	15
Risk Owner: Executive Director Growth and Regeneration, Director Development.	Action Owner: Director Development of Place and Head of Housing Delivery.	Portfolio Flag: Communities.	Strategy Theme: Fair and Inclusive.						

CRR32 on the Corporate Risk Report

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## Threat Risks

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<b>GDRR8: Homelessness</b> The risk that homelessness and the subsequent cost of providing emergency short term accommodation will continue to rise.  Key potential causes are: <ul style="list-style-type: none"><li>• The ending of the eviction ban.</li><li>• Economic impact of COVID-19, unemployment rising leading to an increase in evictions from private rented tenancies.</li><li>• COVID 19 and lockdown leading to an increase in mental health issues, family relationship breakdown and domestic violence &amp; abuse.</li></ul>	<p>Launched Change for Good. A multi-agency partnership sponsored by Bristol City Council, Bristol, North Somerset and South Gloucestershire Clinical Commissioning Group (BNSSG CCG), Golden Key Bristol. Aim to change how agencies work together to support people with complex needs...starting with homelessness.</p> <p>Continuing to progress the One City move on project, which has clear links to above.</p> <p>BCC Submitted a successful bid to Ministry of Housing, Communities &amp; Local Government (MHCLG) next steps funding to increase the availability of supported move on accommodation for people who sleep rough.</p> <p>We have worked with the advice sector in Bristol to promote their services with a message to Bristol citizens to make contact early for support.</p> <p>There has been a significant increase in Discretionary Housing Payments budget (Held by the Housing Benefits service), which can make payments to landlords to enable tenancies to be sustained and homelessness prevented.</p> <p>We have been working closely with commissioners of domestic abuse services and providers to support move on from refuge accommodation.</p>	➡	4	5	20	<p>Ongoing work with the broader homelessness sector, advice agencies and key partners to develop proposals and opportunities to work collaboratively around early intervention and prevention of homelessness.</p> <p>We are progressing the Move On Project. Bringing on line additional supported move on accommodation funded from our successful Next Steps programme bid.</p> <p>Working with partners to progress the Change for Good initiative and associated projects.</p> <p>Continuous engagement with Homes England on supported move on options to feed into the subsequent tranches of Next Steps bid opportunities.</p>	3	5	15
Risk Owner: Executive Director Growth and Regeneration, Director Housing.	Action Owner: Director Housing.	Portfolio Flag: Housing.	Strategy Theme: Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing.						

CRR37 on the Corporate Risk Report

## Appendix A: Bristol City Council – Directorate Risk Report (register of risk summary) Q3 2020/21

### Threat Risks

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<b>GDRR9: Long Term Major Capital Projects.</b> BCC's long-term major capital projects may require greater than anticipated investments.  Key potential causes are: <ul style="list-style-type: none"><li>The cost is higher than expected.</li><li>The project is delivered later than planned.</li><li>The operating and maintenance cost of the asset exceeds expectations.</li><li>Strategic, geographic, social, financial and economic conditions changing over time.</li><li>Oversight of Project Interdependencies not well managed.</li><li>Insufficient in-house resources to progress major projects lead to missed opportunities to leverage third party investment.</li><li>Failure to anticipate and secure investment and resources to deliver enabling works and infrastructure.</li></ul>	Corporate Leadership Board (CLB) / Capital and Investment Board (CIB) meet on a monthly basis and have an oversight and stewardship role for the delivery of the Capital Programme and investments.  Some examples of key projects which were reviewed by CIB include Harbour Strategy, Cattlemarket Road, and now Bristol Beacon.  The Growth and Regeneration (G&R) Board meets monthly and is a strategic forum for the review and monitoring of regeneration assets and growth programmes and projects – enabling effective decision-making and ensuring alignment with the wider objectives of the Council.  The G&R Board has identified a number of Areas of Growth and Regeneration (AGR) across the City to enable place shaping and contribute to regeneration, affordable housing, community building and the financial sustainability of the Council and the AGR are regularly reviewed and re-prioritised by the G&R Board.  The Covid-19 pandemic in March 2020 has impacted on the delivery of some major projects owing to restrictions placed on based working, supply chain partners furloughing staff, and building material suppliers only delivering to critical construction projects. By the end of June 2020 works had resumed.  NB: There was no halting of reactive or planned highways works during COVID-19, this included the works commencing at the Cumberland Basin (£5m).  In response to the Covid-19 pandemic a review and prioritisation exercise of all major projects was initiated in April 2020 and was concluded in September 2020.	New	4	7	28	The process of reviewing and prioritising / re-prioritising programmes and projects and other deliverables in the light of the global Covid-19 pandemic as well as assessing its impact on long-term commercial investments and major capital project delivery.  Bristol Beacon (formerly Colston Hall) – internal and external reviews have been completed reviewing both the project governance structure and main contract arrangements. Recommendations from these reviews have been received and considered and supported by the project sponsor and funding partners and are now being implemented. A dedicated BCC project director has been allocated to the project after a procurement process to coordinate ongoing delivery. An updated report and recommendations will be made to Cabinet in Q1 2021-22.  Harbour Strategy: Asset Review Phase 1 has been completed. The final report will be presented to the Corporate Leadership Board. Harbour review commenced in Q2. Once this is concluded the Harbour Strategy will commence.  Energy projects paused and subsequently restarted after the initial Covid 19 lockdown in 2020 are being reviewed in light of the new CV19 restrictions, which may result in delays. Mitigations and the risk level will be updated.  The service is applying for various central Government grant funding schemes in order to provide capital for its projects.  City Leap is progressing.  Bristol City Council is entering a strategic partnership with a multi-disciplinary consultancy organisation to provide professional services expertise on Capital & Infrastructure projects in Bristol.	1	7	7
Risk Owner: Executive Director Growth and Regeneration.	Action Owner: Executive Director Growth and Regeneration and Director Economy of Place.	Portfolio Flag: Mayor and Finance, Governance and Performance.	Strategy Theme: Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing.						

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<b>GDRR10: Failure to deliver Bristol City Council's wider Clean Air Plan (excluding traffic clean air zone) Communication/engagement with stakeholders does not result in sufficient behavioural change.</b>  We are unable to deliver actions committed to by Mayor in the wider Clean Air Plan (excluding Traffic Clean Air Zone) - which is addressed in Management of Place service area.  Key potential causes are: <ul style="list-style-type: none"><li>Staff capacity.</li><li>Lack of resources for implementation of new regulatory arrangements.</li><li>Unable to secure political agreement.</li><li>Unable to secure stakeholder buy-in.</li><li>Some measures are dependent on Environment Bill later this year.</li></ul>	Research on emissions of particulate pollution has been completed.  A communications campaign to reduce solid fuel burning has been developed, and will be deployed during the winter.	↔	1	3	3	Communications campaign on solid fuel burning to be delivered.	1	3	3
Risk Owner: Executive Director Growth and Regeneration, Director Development of Place.	Action Owner: Director Development of Place and Climate Change & Sustainable City Manager.	Portfolio Flag: Strategic Planning and City Design	Strategy Theme: Wellbeing						

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<b>GDRR11: Failure to deliver the council's Climate Change commitments impeding achievement of a carbon neutral and climate resilient city.(Previously Failure to deliver Mayor's Climate Emergency Action Plan and One City Climate Strategy).</b>  We are unable to deliver actions committed to by Mayor in his Climate Emergency Action Plan and/or BCC's role in the delivery of the One City Climate Strategy.  Key potential causes are: <ul style="list-style-type: none"><li>• Lack of BCC resources.</li><li>• Inability of partners and BCC colleagues to progress action on climate change due to the on-going impacts of Covid-19.</li></ul>	Key elements of the Mayor's Climate Emergency Action Plan were progressed in 19/20 including the most significant action the development of the One City Climate Strategy.  Existing staff capacity has been maintained through funding allocated in the Feb 2020 Council budget and additional staff capacity is planned as part of the programme.  Climate and Ecological Emergency Programme Full Business Case has been developed - to be considered by Cabinet 3rd November 2020.  Climate Change Team Manager and Ecological Emergency Project Manager roles appointed.	➡↔	1	7	7	Delivery of existing commitments is continuing. Key projects such as City Leap are progressing.  Climate and Ecological Emergency Programme Full Business Case has developed for Cabinet seeking approval November.  Climate Team Manager and Ecological Emergency Project Managers Recruited.	1	7	7
Risk Owner: Executive Director Growth and Regeneration, Director Development.	Action Owner: Director Development of Place and Climate Change& Sustainable City Manager.	Portfolio Flag: Communities.			Strategy Theme: Our Organisation, Wellbeing.				

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## Threat Risks

Directorate Risk Register as at January 12 2021 – Threat Risks to the achievement of Bristol City Council's Objectives.										
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing				Tolerance Risk Level
			Likelihood	Impact	Risk Rating					
<b>GDRR12: G&amp;R failure to meet income targets as a result of COVID-19</b>  COVID 19 has required services to suspend a lot of services including those which act to provide an income stream to the service, along with meeting the income targets set for the financial year 20/21. COVID 19 epidemic has had a significant impact on the economy and hence impacted on all forms of the services income streams.  Key potential causes are: <ul style="list-style-type: none"> <li>• Govt emergency legislation for suspension of enforcement for arrears recovery through court</li> <li>• The Welfare reforms and lack of support for tenants</li> <li>• Tenants suffering financial hardship/poverty/fuel and food poverty</li> <li>• Loss of business / visitors</li> <li>• Publics reluctance to use BCC services</li> <li>• Ability for rent collection</li> <li>• Ability to get services back to the operational level pre-covid this financial year</li> <li>• Slow recovery</li> </ul>	Parks are working through budgets to consider how we can reduce the budget pressure for this financial year, by reviewing our expenditure, considering ways of getting income streams back on track and utilising capital and reserves.	➡➡	2	5	10	We have already started this work and beginning to implement actions to reduce the budget pressure.				2 5 10
	<b>Regulatory Services</b> COVID 19 has had an impact on Licensing income due to the contraction of the Leisure sector. Some impact in Q4 19/20 but is likely to be significant in 20/21. We will be monitoring income levels though monthly forecasting. Some of the income will be deferred to later in the year as concessions have been granted to Premises Licence holders and the taxi trade deferring payment until recovery begins. However potentially the resulting slowdown in the economy could mean that some license holders leave the sector. COVID has also delayed the roll out of Alloy software that would have enabled savings to be made and the 3GS contract has not delivered income stream for BCC	➡➡	3	3	9	Monitoring income levels. Aligning services with developing national picture re COVID. Discussed 3GS position with Director, obtained contract and discussed with relevant officers. We are working with legal and will write to contractor outlining concerns. Options under consideration including continuing with contract or bringing in house.				3 3 9
	<b>Traffic and Highways Car parking</b> P2 review and budget reset processes completed and expenditure savings amounting to c£380k offered up to mitigate the impact of loss of income created by the COVID 19 pandemic.	➡➡	4	7	28	The Impact of COVID 19 on parking income will be significant in 2020/21 with a current 95% drop currently showing. It is not known how long this impact will be felt but indications are that this could create a c£5m pressure in 20/21 - ongoing monitoring of the impact is in place and Corporate Finance are aware. The P2 forecast indicated a c£11m pressure on the services revenue budget for 20/21. The P5 forecast indicated c£8m pressure on the services revenue budget for 20/21 but there are signs of recovery as the economy come out of lockdown - this will be continually monitored and reported as part of the monthly forecasting process. Central government have indicated that some support would be provided to those Councils experiencing significant income loss.				3 7 21
	<b>Economy of Place</b> Culture & Creative Industries have begun to look at other income generating opportunities, and considered reduction in expenditure. However until we are clear on when services are going to be re-opened, when mass gatherings will be possible again and when key partners such as Levy (who deliver conferencing and food/drink on our behalf) are back in business it is difficult to assess the exact scale of the challenge.	➡➡	4	5	20	The service is currently expected to raise in excess of £3.5 million income to balance its budgets each year. The lack of sufficient income being generated will result in reduction of service, and staff numbers, and a downgrading of the quality of product offered to communities/visitors.  We are reviewing the impact of Covid-19 on income of service in short and longer term. In light of coronavirus outbreak ACE have extended the £1.35m annual grant for an additional year so that it will cover 2022-23. Other risks remain potentially compounded by the economic risks that coronavirus is placing on the country's economy. Covid-19 is having a major impact on income generation opportunities of CCI service.				3 5 15
	<b>Estate Management</b> we have been working to understand the Coronavirus financial impact on individuals has led to increased arrears and reduced income. We are seeing increased Universal Credit arrears, increased evictions.  In the longer term the aim is for payment plans to be set up – The Govt aim is no person will lose their home because of Coronavirus.  We have developed an action plan to support KPI impact and to improve performance, and to support Service Delivery Planning Sep/Oct 2020.  We report monthly to H&LS on action planning.  We are developing collaborative working with support agencies continue.  We are reviewing the recovery process in light of Coronavirus impact from letter based to phone contact and financial support sign posting.  RentSense procured (30 June 20) - software product to support focus on income collection and targeted activity within the service - next 10 weeks implementation to take place Q3 to commence focussed activity Sign off of Income.  Review of structure and service delivery within Rent and Financial Inclusion team. Resource paper to be presented to HSLT w/c 5/10/20	➡➡	3	5	15	Increased risk on increasing arrears and reduction in income collection and revised approach to income management and arrears collection. Covid 19 has compounded progress which has been made in relation to arrears. Positive progress has been made with the implementing of RentSense but has been delayed. Due to server build requirements and non-compatibility with new servers due to be installed  We continue to develop collaborative working with support agencies.  We are in the process of implementing software product to support income collection by Q3.  Recruitment in progress to strengthen team.  Implementation of RentSense Software is delayed.				2 5 10
Risk Owner: Executive Director Growth and Regeneration.	Action Owner: G&R Directors	Portfolio Flag: Communities.			Strategy Theme: Our Organisation.					

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						Likelihood	Impact	Risk Rating				Likelihood	Impact	Risk Rating
<b>GDRR13: Delivery of the Future Parks Project.</b> Through the quality of life survey it has identified that certain sectors of our communities have a reduced level of access to public spaces.  Key potential causes are: <ul style="list-style-type: none"><li>Parks and Green accessibility</li><li>Current resources are insufficient to make an impact where required through reallocation.</li><li>Investment funds acquired through planning contributions are inadequate, unreliable and cannot be strategically focussed through the Area Committee CIL process.</li><li>No new capital funds available to invest in facilities provision</li><li>Population of Bristol grows having a disproportionate impact upon areas where there are areas of low green space provision.</li><li>Failure to secure good planning decisions for the provision of public open space</li><li>Lack of funds to change spaces to meet growing demands.</li><li>Local Plan policy does not deliver new spaces through development nor guarantee alternative investment in existing spaces.</li></ul>	The Future Parks project is being implemented and will develop opportunities to attract investment in to parks and greenspaces and is seeking to qualify and quantify the impact poor access to parks is having on neighbourhoods and communities.  Working with City Design and Planning Policy Team to find ways to mitigate impact through changes to public realm and planning policy.		3	5	15	We have implemented a review of the project following it being considered a Turn Around project following a review by the funder. This has required us taking on a project manager to take responsibility for the recovery of the project.	2	5	10					
Risk Owner: Executive Director Growth and Regeneration.	Action Owner: Director Management of Place		Portfolio Flag: Communities.		Strategy Theme: Our Organisation.									

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<b>GDRR14: Ensuring future sustainability of the Bottle Yard Studios (TBYS)</b> TBYS business will not be able to withstand drop in income from withdrawal of space affected by sound from Hengrove Park development. If Hawkfield Park is not viable, TBYS income will drop significantly with the risk it will not break even for several years.  <ul style="list-style-type: none"><li>Lack of clear governance structure makes operating a multi-million business within BCC very difficult and time-consuming.</li><li>Inability to hire out Tankhouse 4 Upper studio (asbestos in roof) and a large suite of office space (significant flood damage through drainage and roof issues) has resulted in a further loss of income.</li><li>No staff resilience to provide for leave, sickness or Covid-19</li></ul>	Regular Hawkfield Project and Strategy meetings with key colleagues established and operational.		3	5	15	Paper going to EDM in October Briefing Paper presented to DMT by Laura Aviles/Jon Finch outlining key areas of risk to the business. Progress with Facilities Management in dealing with a range of building issues.  10 year Business Plan in process of being commissioned that will provide business case for proposed use of Hawkfield Park (acquired in Dec '18)  Recruitment process for new TBYS Site manager being developed Proposed staffing structure being created for submission Meeting scheduled with property services to discuss action plan	3	5	15					
Risk Owner: Executive Director Growth and Regeneration, Director Housing.	Action Owner: Director Management of Place.		Portfolio Flag: Housing.		Strategy Theme: Well Connected.									

Directorate Risk Register as at January 12 2021 – External / Civil Contingency Risks to the achievement of Bristol City Council's Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
			Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating
<b>BCCC1: Flooding.</b> There could be a risk of damage to properties and infrastructure as well as risk to public safety from flooding which may be caused by a tidal surge, heavy rainfall and river flood events.  Key potential causes are: <ul style="list-style-type: none"><li>• Tidal surge, heavy rainfall, and river flood events.</li><li>• Impact of climate change.</li><li>• Lack of effective flood defences and preparedness for major incidents.</li><li>• Failure of existing flood defences.</li></ul>	<p>Bristol has in place a local Flood Risk Management Strategy which comprises of 5 key themes and 43 separate actions in line with Environment Agency's national strategy. The Strategy has used outputs from a number of key studies (which identify the risk of flooding to the city) to structure our response to flood risk management, from emergency management to flood mitigation schemes, summarised below.</p> <p>The Avon and Somerset Local Resilience Forum (LRF) is a partnership of all the organisations needed to prepare for an emergency in the LRF area. It includes the emergency services, health services, Maritime and Coastal Agency, Environment Agency, volunteer agencies, utility companies, transport providers and the five councils of Bath and North East Somerset, Bristol, North Somerset, Somerset and South Gloucestershire.</p> <p>Working with emergency services, local authorities and other agencies to develop flood response plans and procedures, investigating instances of flooding, training specialist staff in swift water rescue techniques, communicating with housing and business developers to incorporate flood protection into new developments. It provides guidance to members of the public about flooding, including flood warnings and what people can do to help themselves. We undertake regular and emergency maintenance and clearing programs of gullies and culverts, especially in advance of storm warnings.</p> <p>Work has started with the Environment Agency and South Gloucestershire Council to construct new sea defences in Avonmouth and Severnside, which take account of climate change and sea level rise.</p> <p>Technical studies have been undertaken to develop a strategy for managing the risk of flooding from the river Avon to the city centre over the next century. The leading strategic approach is to construct new defences and / or raise the level of existing defences along the banks of the river Avon. The strategy consultation closed on 20th December 2020.</p>	➡↔	3	5	15	<p>There is sustained resourcing and delivery of all actions in Local Flood Risk Management Strategy (LFRMS) over life of strategy. Strategy includes the following key projects and objectives:</p> <ul style="list-style-type: none"><li>• Working in partnership with the Environment Agency to complete and deliver the Bristol Avon Flood Strategy to protect the city centre, including allowances for climate change.</li><li>• Working in partnership with South Gloucestershire and the Environment Agency to deliver a flood scheme to help protect Avonmouth Village and the Enterprise Area from tidal flooding, including allowances for climate change.</li><li>• Promote minor sized schemes and green infrastructure to reduce local flood risks</li><li>• Actively managing flood risk infrastructure.</li><li>• Ensuring development is sustainable, seeks to reduce flood risk and includes consideration to climate change.</li></ul>	3	3	9
Risk Owner: Executive Director Growth and Regeneration, Director Economy of Place.	Action Owner: Director Economy of Place, Flood Risk Engineer.		Portfolio Flag: Energy, Waste and Regulatory Services.			Strategy Theme: Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing.			

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Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
			Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating
<b>BCCC3: COVID-19</b> A failure to respond and recover effectively to the Covid crisis will jeopardise the delivery of statutory duties across the Council, put the lives and welfare of staff and service users at risk, create additional social anxiety, cause unnecessary expense, undermine Council finances and severely damage the Council's reputation.  Key potential causes are: <ul style="list-style-type: none"><li>• Staff sickness, absence and bereavement.</li><li>• Surges in demand in key service areas, particularly social care, safeguarding, housing, community engagement, hardship, public health and civil protection.</li><li>• A lack of personal protective equipment for staff and providers.</li><li>• Increased social anxiety and community tension.</li><li>• Failure of key providers and contractors.</li><li>• A lack of management control and oversight associated with home working.</li><li>• Failure to identify and seize opportunities.</li><li>• Changes in national guidelines.</li></ul>	The Council has moved at pace to change the way that it works across every Directorate and Service area: <ul style="list-style-type: none"><li>• The response to Covid is managed through the Outbreak Management Group, Chaired by the Director of Public Health</li><li>• The Local Engagement Board and Health protection Committee have been established</li><li>• Work to support the most vulnerable is ongoing</li><li>• Work to enforce Covid regulations is ongoing</li><li>• PPE supply chains have been stabilised and made more resilient</li><li>• Additional body storage capacity has been realised</li><li>• The organisation has established remote working practice wherever possible</li><li>• Buildings have Covid secure risk assessments in place</li><li>• 3 Recovery Workstreams have been established – Community and People, Economy and Business and Organisational Change</li><li>• Recovery Objectives are being monitored and managed through EDMs</li><li>• Learning from the first wave informs our ongoing response</li><li>• As infections rise again, we have escalated internally and formed a 'Gold' Group chaired by Chief Executive.</li></ul>	➡	4	7	28	We continue to work closely with Health Partners and Avon and Somerset Resilience Forum continues.  Continued communication to partners, businesses and citizens continues.  We continue to understand the ongoing Covid response and recovery in the context of the wider risk landscape of Brexit, winter pressures and the possibility of an unrelated concurrent emergency.	2	7	14
Risk Owner: CLB (For discussion at G&R EDM).	Action Owner: Director Resilience (For discussion G&R EDM).		Portfolio Flag: Corporate wide.			Strategy Theme: Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing.			

Threat Risk Performance Summary				Quarter 4 Jan – Mar 19/20		Quarter 1 Apr – Jun 20/21		Quarter 2 Jul - Sept 20/21		Quarter 3 Oct - Dec 20/21		Quarter 4 Jan - Apr 20/21	
Page	Risk ID	Risk	Risk Owner	Rating	Travel	Rating	Travel	Rating	Travel	Rating	Travel	Rating	Travel
7	GDRR9	Long Term Major Capital projects	Executive Director Growth and Regeneration and Executive Director Resources and S151 Officer							4x7=28	New		
5	GDRR7	Failure to deliver enough affordable Homes to meet the City's needs	Executive Director Growth and Regeneration Director Development of Place	3x7=21	New	4x7=28	⬇️	4x7=28	↔️	4x7=28	↔️		
9	GDRR12	G&R failure to meet income targets as a result of COVID-19	Executive Director Growth and Regeneration and G&R Directors			4x7=28	New	4x7=28	↔️	4x7=28	↔️		
6	GDRR8	Homelessness	Executive Director Growth and Regeneration Director Housing			4x5=20	New	4x5=20	↔️	4x5=20	↔️		
3	GDRR3	Failure to deliver suitable emergency planning measures, respond to and manage emergency events when they occur	Executive Director Growth and Regeneration Head of Paid Service, Director Management of Place and Civil Protection Manager	2x7=14	↔️	2x7=14	↔️	3x7=21	⬇️	4x5=20	⬆️		
2	GDRR2	Business Continuity and Council Resilience	Executive Director Growth and Regeneration Chief Executive	2x5=10	↔️	2x7=14	⬇️	3x7=21	⬇️	4x5=20	⬆️		
10	GDRR13	Delivery of the Future Parks Project	Executive Director Growth and Regeneration and Director Management of Place					3x3=9	New	3x5=15	⬇️		
4	GDRR4	Failure to deliver enough homes to meet the City's needs.	Executive Director Growth and Regeneration Director Development of Place	3x5=15	⬇️	3x5=15	↔️	3x5=15	↔️	3x5=15	↔️		
4	GDRR5	Tree Management	Executive Director Growth and Regeneration	3x5=15	↔️	3x5=15	↔️	3x5=15	↔️	3x5=15	↔️		
10	GDRR14	Ensuring future sustainability of the Bottle Yard Studios (TBYS)	Executive Director Growth and Regeneration Director Housing					3x5=15	New	3x5=15	↔️		
1	GDRR1	Failure to Manage Asbestos	Executive Director Growth and Regeneration, Director HR, Workforce and Organisational Design.	2x7=14	↔️	2x7=14	↔️	2x5=10	⬆️	2x5=10	↔️		
5	GDRR6	Capital Transport Programme Delivery	Executive Director Growth and Regeneration Director Economy of Place	4x5=20	⬇️	4x5=20	↔️	3x3=9	⬆️	3x3=9	↔️		
8	GDRR11	Failure to deliver the council's Climate Change commitments impeding achievement of a carbon neutral and climate resilient city	Executive Director Growth and Regeneration Director Development of Place	4x5=20	New	2x7=14	⬆️	1x7=7	⬆️	1x7=7	↔️		
7	GDRR10	Failure to deliver Bristol City Council's wider Clean Air Plan. Communication/engagement with stakeholders does not result in sufficient behavioural change (excluding traffic clean air zone)	Executive Director Growth and Regeneration Director Development of Place	2x3=6	↔️	1x3=3	⬆️	1x3=3	↔️	1x3=3	↔️		

Risk Performance Summary for External and Civil Contingency risks				Quarter 4 Jan – Mar 19/20		Quarter 1 Apr – Jun 20/21		Quarter 2 Jul - Sept 20/21		Quarter 3 Oct - Dec 20/21		Quarter 4 Jan - Apr 20/21	
Page	Risk ID	Risk	Risk Owner	Rating	Travel	Rating	Travel	Rating	Travel	Rating	Travel	Rating	Travel
12	BCCC3	COVID -19	Executive Director Growth and Regeneration Director Management of Place	4x7=28	New	4x7=28	↔️	4x7=28	↔️	4x7=28	↔️		
11	BCCC1	Flooding	Executive Director Growth and Regeneration Director Economy of Place	3x5=15	↔️	3x5=15	↔️	3x5=15	↔️	3x5=15	↔️		

Corporate risk performance summary for closed / de-escalated risks				Quarter 4 Jan – Mar 19/20		Quarter 1 Apr – Jun 20/21		Quarter 2 Jul - Sept 20/21		Quarter 3 Oct - Dec 20/21		Quarter 4 Jan - Apr 20/21	
Page	Risk ID	Risk	Risk Owner	Rating	Travel	Rating	Travel	Rating	Travel	Rating	Travel	Rating	Travel
Closed / replaced	CRR1	Long Term Commercial Investments and Major projects Capital Investment	Executive Director Growth and Regeneration, Executive Director Resources and Section 151 Officer							3x7=21	Closed		

**Risk Scoring Matrix**

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

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

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

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

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

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

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