

PLACE DIRECTORATE RISK REGISTER



Situation as at Quarter 4: 2015/16

Directorate Risks:

1. Programme Delivery
2. Service Delivery (Staff Resources)
3. Service Delivery (Financial Resources)
4. Service Delivery (Governance)
5. Traffic Control Centre
6. Construction of the Hinkley Point Power Station

NB: Place also inputs into three Corporate Risks (CRR 4 – Infrastructure; and parts of CRR 5 – Resilience (Joint Local Transport Plan); and CRR 6 – Finance (Capital Programme Board)).

A note summarising the Corporate Risk Matrix / Ratings is appended.

Place Directorate Risk Register (DRR) - Quarter 4: 2015/16

Ref	Risk Description, Causes, Consequences and Horizon	Risk Owner	Current Risk Management Arrangements (Current Mitigation) Responsible officer (RO):	Status of Current Mitigation	Current Risk Likelihood / Impact	Target Risk Likelihood / Impact	Further Actions Required	Timeframe for Action	Responsible Officer for Action	Risk Review Period	
1	Programme Delivery										
	<p>Risk description: The Place Directorate is responsible for the delivery of a large range of Projects and Programmes, to support delivery of Corporate Strategies and Policies, and services across the City Council. Their successful delivery is dependent on a range of factors, and so each project / programme has its own risks many which are addressed by specific risk registers embodied within the management of the project / programme. However, there are some cross-cutting and generic issues which are addressed by this risk.</p> <p>Cause: Lack of effective programme governance, inadequate strategic programme planning, management and resources. Need to ensure that the delivery of the programmes / projects and the mitigations identified are embedded within the relevant Service / Team plans and PMDS'.</p> <p>Consequence: Failure to deliver programmes / projects on time and in accordance with the project specifications, could impact on service delivery across the organisation, and the failure to deliver essential infrastructure</p>	Barra Mac Ruairí	<p>1.1 Programme Governance Good governance is essential to ensure that a strategic overview is maintained over the wide range of programmes that the Directorate is responsible for, and to ensure that they are properly managed to ensure successful delivery of the programme and to ensure the identified benefits are realised.</p>		Probable / Critical 12	Possible / Critical 9					
			<p>a. A Place Programmes, Projects & Performance Board (PPP) has been established to manage the programmes being delivered by the Directorate, consisting of members of the Directorate Leadership Team and chaired by the Strategic Director.</p>	Achieved					Meets Monthly	Barra Mac Ruairí	Quarterly
			<p>b. The Corporate Capital Programme Board routinely reassesses and challenges the capital commitment and project slippage. RO: Barra Mac Ruairí</p>	On Schedule					Meets Monthly	Barra Mac Ruairí	Quarterly
			<p>1.2 Major Projects Unit The PPP Board has identified the need for support to ensure that the directorate portfolio is managed at a strategic level; and to provide targeted additional support to individual projects and programmes as required. RO: Alistair Reid</p>	On Schedule					The Service Manager is now in post; the agreed establishment of the Major Projects Unit will be taken forward as part of the Place Directorate's Sustainable Business Plan work.	Mar 2017	Alistair Reid

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	<p>projects could impact on the ability of the City to grow and prosper. Impact on community. Reputational damage. Loss of confidence in the Council and the City. Future investors are not attracted to Bristol. Operational impacts e.g. transport problems.</p> <p>Horizon: Medium to long term</p>		<p>1.3 Programme Management</p> <p>Effective management is essential to the successful delivery of the programmes, to ensure the effective use of resources and to ensure compliance with best practice, and with due regard to corporate policies and practices.</p> <p>Each Programme will be managed have an identified Programme Manager, and Board, and will prepare regular Highlight reports identifying progress and issues.</p> <p>RO: Alistair Reid</p>	On Schedule			Ongoing compliance	Monthly	Alistair Reid	Quarterly
			<p>1.5 Divisional Financial Management</p> <p>The ranges of programmes are financed through a number of different finance streams, including fee income derived from clients.</p> <p>Any shortfall in income could impact the ability to deliver a project / programme on time.</p> <p>Budget over-runs could also endanger delivery of programmes if costs exceed the funds available.</p> <ul style="list-style-type: none"> • Close management of budgets form part of the regular Highlight Reports. • Forecasting and escalation of concerns at early stage. <p>RO: All Service Directors and Tian Ze Hao</p>	On Schedule			<p>Regular Financial Management and Budgeting is addressing this issue.</p> <p>Due to the complex nature of funding streams for each of the programmes, funding and budget monitoring need to be understood and implemented on a sub-project basis.</p> <p>The production of Place Directorate's Sustainable Business Plan and Long Term Financial Model is currently underway. This will bring together the financial implications of both revenue and capital on a long term basis, which will serve as a starting point for constructing the new medium term financial strategy and plans. This will also enable early planning for cost containment, new service strategies and change implementations</p>	Monthly	All Service Directors and Tian Ze Hao	Quarterly
			<p>1.6 Risk Management</p> <p>It is essential that the management</p>	On			Ongoing Compliance	Ongoing	Barra Mac	Quarterly

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			<p>of Projects and Programmes includes a robust and consistent approach to risk management to optimise successful delivery.</p> <p>A corporate approach to risk management has been established that should be adopted at all levels of the organisation, and should be established with the current risk management used for projects and programmes.</p> <p>RO: Barra Mac Ruairí</p>	Schedule					Ruairí	
2 Service Delivery (Staff Resources)										
	<p>Risk description: Lack of staff with the relevant skills to deliver the Directorate Work Programme / Corporate Plan Outcomes, and the ability to respond quickly to changing organisational needs.</p> <p>Cause: The Council has gone through an unprecedented period of change, with has involved a complete restructuring, significant reductions in budgets and the loss of a large number of staff, a number of who had substantial experience and critical skills, and the re-focussing on the organisation in line with the new Corporate Plan.</p> <p>There is a lack of a strategic approach to workforce planning and development, designed to maximise staff mobility and the development of a longer term approach to staff training and development “growing” the skills that will be required in the future.</p> <p>Consequence: The Directorate is less able to deal with peaks in demand / new</p>	Barra Mac Ruairí	<p>2.1 Workforce Planning There is a need for a more strategic approach to resource management, ensuring the ability to move staff across the organisation to deal with work demands, and to take a longer term approach to staff training and development “growing” the skills that will be required in the future.</p> <p>RO: All Service Directors and Mark Williams</p>	On Schedule	Probable / Critical 12	Possible / Critical 9	<p>Workforce Planning priorities to be aligned with the relevant theme in the Place Directorate Strategy 2016-24. This is being progressed as part of the Place Directorate Year 3 Directorate Transformation Strategy (Theme 4).</p> <p>Further work being undertaken to develop a clear plan of CPD requirements for staff at all levels. This is being progressed as part of the Place Directorate Year 3 Directorate Transformation Strategy (Theme 4).</p>	March 2017	Mark Williams	Quarterly
			<p>2.2 Business Planning A robust and co-ordinated approach to Business Planning will support the development of service plans that prioritise service delivery in line with available resources and corporate priorities, and provide a mechanism to transfer resources, where required, to high priority areas of the business.</p> <p>RO: Barra Mac Ruairí</p>	On Target			<p>Strategic alignment between Corporate Plan and the Mayoral Vision through to My Performance target setting for individual members of staff.</p> <p>This is being achieved through the Place Directorate’s Sustainable Business Plan and Year 3 Directorate Transformation</p>	Ongoing	Barra Mac Ruairí	Quarterly

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	<p>or urgent work demands, which could lead to inability to deliver services on target, or to the required standard.</p> <p>The need to deliver some services through contractors can lead to less flexibility.</p> <p>Reduced pool of skilled staff to deliver specialised functions, and to work on programmes and projects.</p> <p>Horizon: Medium to long term</p>						Strategy.			
			<p>2.3 Staff Supervision and Performance Management</p> <p>A robust and consistent approach to individual staff development and performance management will help deliver the work programme.</p> <p>RO: All Service Directors</p>	On Schedule			<p>The implementation of a new corporate staff performance management system (My Performance) and the associated management training should help improve performance, identifying clear individual performance targets and staff training and development needs.</p> <p>Progress made. There is a Corporate directive that all My Performance reviews for 2015/16 must be completed by 30 June 2016.</p>	June 2016	All Service Directors	Quarterly
							Ongoing work with Learning & Development to identify critical roles, possible skills gap and required capacity building.			Quarterly
							Property currently being restructured to ensure the appropriate resources are in place, and that any capacity gaps addressed. The target timeline for completion of the Property restructure is September 2016. The new structure will realign resources with Property objectives and priorities.	September 2016	Robert Orrett	Quarterly

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			<p>2.4 Programmes, Projects and Performance (PPP) Board</p> <p>The PPP board provides a forum to pull together the full range of performance / programme management issues, aligned to requirements of the Corporate Plan. This should enable a strategic approach to resource management, identifying where resources are required, prioritising need and taking the appropriate action to address resource issues as they develop.</p> <p>RO: Barra Mac Ruairí</p>	Ongoing			Good progress achieved, including prioritising recruitment of Senior Project Managers to ensure the delivery of key Spatial Programmes.	Monthly	Barra Mac Ruairí	Monthly
3 Service Delivery (Financial Resources)										
	<p>Risk description:</p> <p>The Council is going through an unprecedented period of change, with a need to make substantial savings as identified through the Medium Term Financial Plan (MTFP).</p> <p>Cause:</p> <p>Within the MTFP there are expectations in-built as regards to income from fees, charges and other sources – should this income not be achieved there is a likelihood of an impact on service provision, and the delivery of the Capital Programme.</p> <p>With the creation of new structures, and the loss of experienced staff, there may be a pressure to recruit additional resources, or employ consultants, to deliver - which could place pressure on the MTFP.</p> <p>Consequence:</p> <p>With fewer resources and limited budgets the organisation is less</p>	Barra Mac Ruairí	<p>3.1 Budget Management</p> <p>Strict budget management will be required, in parallel with performance and programme management, to ensure that an overview of these inter-related issues is maintained.</p> <p>Issues need to be identified early, so that that appropriate action can be taken to address any pressures developing, either by the re-allocation of resources or the reduction in service levels in lower priority areas.</p> <p>The Programmes, Projects & Performance (PPP) Board provides a forum to pull together the full range of financial, performance and programme management issues, aligned to requirements of the Corporate Plan, enabling a strategic approach to financial management, prioritising need and taking early action to address financial issues as they develop.</p> <p>RO: All Service Directors and</p>	On schedule / Improving	<div style="background-color: red; color: white; padding: 5px; text-align: center;">Probable / Critical</div> <div style="background-color: yellow; color: black; padding: 5px; text-align: center;">Possible / Critical</div> <div style="text-align: center; margin-top: 5px;">  <p><i>No change in Current Risk Level</i></p> </div>		The Place Directorate's Sustainable Business Plan and Long Term Financial Model will be part of the overall strategy of the Council and will underpin the Place Directorate's long strategy.	Monthly	All Service Directors and Tian Ze Hao	Monthly

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	able to deal with changing / additional without placing additional demands on the MTFP. Horizon: Medium to long term		Tian Ze Hao							
			3.2 Business Planning A robust and co-ordinated approach to Business Planning will support the development of service plans that prioritise service delivery in line with available resources and corporate priorities, and provide a mechanism to transfer resources, where required, to high priority areas of the business. RO: All Service Directors and Tian Ze Hao	On schedule / Improving			The Directorate as part of the corporate change plan process is undertaking the development of a Directorate Sustainable Business Plan. Although progress has been made, this remains a work in progress.	March 2017	All Service Directors and Tian Ze Hao	Quarterly
4 Service Delivery (Governance)										
	Risk description: The work programme within Place is reliant on a number of different governing / decision making bodies, including the Mayor, Full Council, Boards and Partnerships, and it is essential that a good working relationship and a consensus is maintained to ensure that the various work streams can be delivered. Cause: Different Stakeholders may have agendas / priorities that do not fully accord with those of the City Council; or the need to await decisions in a range of different	Barra Mac Ruairí	4.1 Political Leadership Policies and decisions in a number of areas rest with the Mayor, the Cabinet and/or Full Council; with an established Scrutiny Function that provides challenge to decisions made. RO: Barra Mac Ruairí	On Schedule	Possible / Significant 6	Possible / Significant 6		Ongoing	Barra Mac Ruairí	Quarterly
			4.2 Corporate Plan The work of Bristol City Council is focussed on delivering the Corporate Plan, which provides a strategic framework and priorities. The PPP Board has identified where Programmes support specific Corporate Priorities, or where they deliver on a wider,	On Schedule	 No change in Current Risk Level		This needs to be kept under review, and new programmes allocated as appropriate, to ensure that the overall portfolio remains relevant to the strategic aims of the City Council.	Ongoing	Barra Mac Ruairí	Quarterly

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	forums may impose delays and affect established project / programme plans. Consequence: The inability to reach a decision could jeopardise delivery of a project, which could impact on the broader area beyond the boundaries of Bristol City Council, and potentially lead to additional or aborted costs, and bring the process / organisation into disrepute. Horizon: Medium to long term		cross-cutting basis, and this can be used to help prioritise delivery of the overall work programme. RO: Barra Mac Ruairí							
			4.3 Business Planning To support delivery of the Corporate plan, and to clarify the work programmes, budgets and resource management of the business a range of strategic and operational plans are required, to establish the strategic alignment from the overarching Corporate Plan to the work of the individual. These plans include Service, Team and Programme / Project plans. RO: Barra Mac Ruairí	On Schedule			The Place Directorate's Sustainable Business Plan is being progressed. On completion of the above, the need for Divisional and Service Team Plans will be reviewed and taken forward where appropriate.	Ongoing	Barra Mac Ruairí	Quarterly
			4.4 Management Overview Management maintain an overview of performance and delivery across the organisation through a series of established meetings, these include: <ul style="list-style-type: none">• Strategic Leadership Team (SLT)• Directorate Leadership Team (DLT)• Divisional Management Team (DMT)• Programme Boards• Project Boards• Team meetings In addition, Place has developed the Programmes, Projects & Performance (PPP) Board to maintain a clear overview of Programmes, Projects and Performance issues. RO: Barra Mac Ruairí	On Schedule			Ongoing – Weekly / Monthly Cycle of meetings.	Ongoing	All Service Directors	Quarterly

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5	Relocation of the Traffic Control Centre											
	<p>Risk Description: A failure before, or during, the relocation of the Traffic Control Centre from Wilder House, leading to a potential critical failure of the traffic management systems across the city.</p> <p>In the longer term this move and upgrade will improve the stability of the existing traffic control systems, which are currently outdated and unsupported by the manufacturers.</p> <p>Cause: Current ageing systems are no longer supported by manufacturer's being relocated and updated, with two currently separate systems being consolidated in the same control centre, with the potential risks of a systems failure.</p> <p>Consequence: Significant city wide congestion, potential for gridlock in city centre during busy periods</p> <p>Horizon: Medium to long term</p>	Peter Mann	<p>5.1 Control Room Relocation Project</p> <p>Approval has been given for the Control Room Relocation project that will involve the construction of an Operations Centre at 100 Temple Street, built to achieve an "accredited" environment, and including the replacement of core systems to meet the current operational requirements of the City Council.</p> <p>The project will bring together staff from the Emergency Control Centre (Brunel House), Traffic Control Centre (Wilder House) and the CCTV Control staff (John Couzens House).</p>	Cabinet approval 6 th October 2015	Probable / Critical 12	Possible / Critical 9	Project managed with appropriate governance and risk management processes in place, including regular progress reports.	August 2016	Adam Crowther / Simon Jones	Monthly through Project Board, quarterly to PPP.		
 No change in Current Risk Level			<p>a) Specialist requirements - specification of control room accommodation and systems create internal capacity and capability risk.</p> <p>RO Steven Pendleton</p>	Specialist consultants appointed	Appropriate engagement of expert consultants for procurement completed. Procurement of subject matter experts (SME) now under way. Accreditation level agreed, final building design work now in process	In place					Adam Crowther / Simon Jones	Quarterly
<p>b) Procurement process issues impacting on timescales.</p> <p>RO Steven Pendleton.</p>			On schedule	Supplier competition and value confidence through use of standard procurement frameworks, dedicated procurement resource to manage supplier contract negotiations. Delay in appointment of procurement expert has delayed SME procurement, timescale revised by PM	In process, timescales reduced through use of Archus	Adam Crowther / Simon Jones					Quarterly	
<p>c) Overspend / cost uncertainty.</p> <p>RO Peter Mann</p>			Currently on budget	Establishment of risk contingency within project budget to accommodate overspend.	Ongoing	Adam Crowther / Simon Jones					Quarterly	

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			<p>5.2 Failure During Migration</p> <p>Service downtime during migration period(s) resulting in failure against CCTV and Telecare standards. Significant risk a serious incident e.g. city wide congestion, potential for gridlock in city centre during busy periods.</p> <p>RO Peter Mann</p>	Ongoing			<ul style="list-style-type: none"> Development of business owned migration strategy. Procure and implement 'core' systems directly into new environment 	Ongoing, migration plan to be developed	Adam Crowther / Simon Jones	Quarterly
			<p>5.3 Current Systems Failure</p> <p>Current ageing systems no longer supported by manufacturer's resulting in potential critical failure of systems with no means of repair.</p> <p>Long term solution provided through the new Operations Centre.</p> <p>ROs: Adam Crowther / Jackie Davies</p>	Live / Ongoing, some penetration testing completed			<ul style="list-style-type: none"> Spares for some key components are held on site, some others can be obtained within 24 hours. Not all parts can be replaced and parts are no longer manufactured / supported although there is a stock of spare equipment available 	Ongoing	Adam Crowther / Jackie Davies	Quarterly
							<ul style="list-style-type: none"> Maintenance contract with Siemens in place for 24 hour response. 	Ongoing	Adam Crowther / Jackie Davies	Quarterly
							<ul style="list-style-type: none"> Recent issues encountered with the servers, including their use of Microsoft 2003 they is no longer supported. <p>A document has also been produced detailing the specific IT issues for the ITS servers and officers are now working on the proposal to address this. Once this has been finalised and costed it will be brought before the Corporate Resilience Group for a final decision on what will be done about it.</p>	Ongoing	Adam Crowther / Jackie Davies	Quarterly
							<ul style="list-style-type: none"> It is no longer possible to wait to replace the most critical UTC/SCOOT 	Ongoing	Adam Crowther /	Quarterly

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							<p>servers, and quotes have been obtained for their replacement. ICT undertaking penetration testing and assessment of replacement options prior to ordering new equipment. Backups completed and switches upgraded/replaced. Two replacement servers have now been ordered from Siemens.</p>		Jackie Davies	
							<ul style="list-style-type: none"> Repairs carried out on the existing servers to prolong their life. 	Complete	Adam Crowther / Jackie Davies	Quarterly

6 Construction of the Hinkley Point Power Station

<p>Risk Description: Hinkley Point is a significant construction project that will require a large number of staff and materials over an extended time period.</p> <p>This will impact on available resources to undertake BCC capital works through:</p> <p>a) Recruitment and retention of projects and programmes staff; particularly Project Managers.</p> <p>b) Lack of labour (at all levels), and materials impacting on delivery of our capital programmes.</p> <p>Cause: The construction of the Hinkley Point Power Station is an extremely large scale project that will be undertaken over a number of years and require a very large workforce and substantial amounts of building materials.</p> <p>This will present the opportunity</p>	Alistair Reid	6.1	<p>Projects and Programmes Staff</p> <p>a) To review risk to the recruitment and retention of project and programme management staff, and to consider whether current pay rates and terms & condition will be competitive in the future market.</p> <p>RO: Alistair Reid and Mark Williams</p>	On Schedule	<p>Likely / Critical</p> <p>15</p>	<p>Possible / Critical</p> <p>9</p>	<p>To undertake research to enable a more detailed analysis of the potential impact on the recruitment and retention of key staff.</p>	March 2017	All affected Service Directors and Mark Williams	Quarterly
				 <p>No change in Current Risk Level</p>		<p>This is being achieved through the Place Directorate's Colleague Development Plan and Year 3 Directorate Transformation Strategy</p>	March 2017	All affected Service Directors and Mark Williams	Quarterly	
			<p>b) To examine potential for delivering additional training and development so that the organisation can "grow its own" skilled staff to reduce the impact of this competition.</p> <p>RO: Alistair Reid and Mark Williams</p>	On Schedule			<p>To examine the potential for meeting any shortfall of skilled staff through the training and development of existing staff.</p>	March 2017	All affected Service Directors and Mark Williams	Quarterly
							<p>To review the Workforce Development Plan to take account of the above issues. This is being achieved through the Place Directorate's Sustainable Business Plan and Year 3 Directorate Transformation Strategy.</p>	March 2017	All affected Service Directors and Mark Williams	Quarterly

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	<p>for extended contracts and enhanced pay prospects for skilled staff, which are likely to draw staff from across the region.</p> <p>Large amounts of building materials will also be required.</p> <p>Consequence:</p> <p>This will lead to difficulties in recruiting and retaining experienced project managers, and other skilled professional in the construction industry.</p> <p>There is also likely to be a shortage of labour and materials available to undertake contract work for the City Council.</p> <p>In addition, this competition may lead to increased contract prices.</p> <p>Horizon:</p> <p>Medium to long term</p>		<p>6.2 Labour & Materials</p> <p>To review the potential impact on labour and materials available to deliver BCC capital works.</p> <p>RO: Alistair Reid</p>	On Schedule			To undertake research to enable a more informed assessment of the potential impact on the availability of labour and materials required for delivery of the Capital Programme and other capital works.	March 2017	All affected Service Directors	Quarterly
			<p>6.3 Impact on Costs</p> <p>To review the potential impact on increased costs in delivering the capital programme, and to develop revised budgets to account for these increases.</p> <p>RO: Alistair Reid and Tian Ze Hao</p>	On Schedule			<p>To undertake research to enable a more informed assessment of the potential for increased costs.</p> <p>To review the capital works programme budgets, to take account of any potential impact</p>	March 2017	All affected Service Directors and Tian Ze Hao	Quarterly
			<p>6.4 Planning & Co-ordination</p> <p>To examine potential for reviewing the timing of works on behalf of BCC to avoid the highest levels of demand of the Hinkley Point scheme, to identify the potential avoiding competing for resources at the same time as the scheme.</p> <p>To prioritise schemes, to ensure that the projects with the highest priority, and to consider re-scheduling lower priority schemes.</p> <p>RO: Alistair Reid</p>	On Schedule			Establish a working relationship with the management of the Hinkley Point construction project, to gain information in regards to their project plan and the scale and impact of each phase of the pan.	March 2017	Alistair Reid and Abigail Stratford	Quarterly

Corporate Risk Matrix Ratings

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

Guidance on Assessing Likelihood

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

Guidance on Assessing Impact

Rating	Effect on service provision Potential	Potential Financial Loss / Gain	Potential Fraud & Corruption loss	Reputation	Legal	Environmental	Communities	Personal safety
1 Marginal	Very limited effect (positive or negative) on service provision. Impact can be managed within normal working arrangements.	Under £0.5m	Under £50k	Minimal and transient loss of public trust. Contained within the individual service	No significant legal implication or action is anticipated	No effect (positive / negative) on the environment / community	Minimal effect on community	Minor injury to citizens or staff may result or can be prevented.
2 Significant	Noticeable and significant effect (positive or negative) on service provision. Effect may require some additional resource, but manageable in a reasonable time frame.	Between £0.5m - £5m	Between £50k - £100k	Significant public interest although limited potential for enhancement of or damage to reputation. Dissatisfaction reported through Council Complaints procedure but contained within the Council. Local MP involvement. Some local media/social media interest.	Tribunal / BCC legal team involvement required (potential for claim)	Short term effect (positive or negative) on the natural and or built environment.	Short term effect (positive or negative) on a small number of vulnerable groups / individuals	Significant injury or ill health of citizens or staff may result or be prevented.
3 Critical	Severe effect on service provision or a corporate Plan priority area. Effect may require considerable additional resource but will not require a major strategy change.	Between £5m - £10m	Between £100k - £1m	Serious potential for enhancement of or damage to reputation. Dissatisfaction regularly reported through Council Complaints procedure. Higher levels of local or national interest. Higher levels of local media/social media interest.	Criminal prosecution anticipated and or civil litigation.	Serious local discharge of pollutant or source of community annoyance that requires remedial action.	Medium term effect (positive or negative) on a significant number of vulnerable groups / individuals.	Major injury or ill health of citizens or staff may result or be prevented. Long term disability / absence from work.
4 Catastrophic	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.	More than £10m	More than £1m	Highly significant potential for enhancement of or damage to reputation. Intense local, national and potentially international media attention. 'Viral' on line social media. Public enquiry or poor external assessor report.	Criminal prosecution anticipated and or civil litigation (> 1 person)	Lasting effect on the natural and or built environment.	Lasting effect (positive or negative) on a significant number of vulnerable groups / individuals.	(Avoidable) Death of citizens or staff may result or be prevented. Long term disability / absence from work.