

Growth and Regeneration - Corporate risk performance summary for threat risks

| Risk ID | Risk | Risk Owner | Quarter 1 Apr – Jun 20/21 | | Quarter 2 Jul - Sept 20/21 | | Quarter 3 Oct - Dec 20/21 | | Quarter 4 Jan - Apr 20/21 | | Quarter 1 Apr – Jun 21/22 | |
|---------|---|--|------------------------------|--------|-------------------------------|--------|------------------------------|--------|------------------------------|--------|------------------------------|--------|
| | | | Rating | Travel | Rating | Travel | Rating | Travel | Rating | Travel | Rating | Travel |
| CRR41 | Long Term Major Capital projects | Executive Director Growth and Regeneration and Executive Director Resources and S151 Officer | | | | | 4x7=28 | New | 4x7=28 | ↔ | 4x7=28 | ↔ |
| CRR32 | Failure to deliver enough affordable Homes to meet the City's needs | Executive Director Growth and Regeneration Director Development of Place | 4x7=28 | ↓ | 4x7=28 | ↔ | 4x7=28 | ↔ | 4x7=28 | ↔ | 4x7=28 | ↔ |
| CRR37 | Homelessness | Executive Director Growth and Regeneration Director Housing | 4x5=20 | New | 4x5=20 | ↔ | 4x5=20 | ↔ | 4x5=20 | ↔ | 4x5=20 | ↔ |
| CRR12 | 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 | ↔ | 3x7=21 | ↓ | 4x5=20 | ↑ | 3x5=15 | ↑ | 3x5=15 | ↔ |
| CRR5 | Business Continuity and Council Resilience | Executive Director Growth and Regeneration Chief Executive | 2x7=14 | ↓ | 3x7=21 | ↓ | 4x5=20 | ↑ | 3x5=15 | ↑ | 3x5=15 | ↔ |
| CRR18 | 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 | ↔ | 3x5=15 | ↔ |
| CRR27 | Capital Transport Programme Delivery | Executive Director Growth and Regeneration Director Economy of Place | 4x5=20 | ↔ | 3x3=9 | ↑ | 3x3=9 | ↔ | 3x3=9 | ↔ | 3x3=9 | ↔ |

Growth and Regeneration - Corporate risk Performance Summary for external and civil contingency risks

| Risk ID | Risk | Risk Owner | Quarter 1 Apr – Jun 20/21 | | Quarter 2 Jul - Sept 20/21 | | Quarter 3 Oct - Dec 20/21 | | Quarter 4 Jan - Apr 20/21 | | Quarter 1 Apr – Jun 21/22 | |
|---------|-----------|--|------------------------------|--------|-------------------------------|--------|------------------------------|--------|------------------------------|--------|------------------------------|--------|
| | | | Rating | Travel | Rating | Travel | Rating | Travel | Rating | Travel | Rating | Travel |
| BCCC3 | Covid -19 | Corporate Leadership Board, Chief Executive | 4x7=28 | ↔ | 4x7=28 | ↔ | 4x7=28 | ↔ | 4x7=28 | ↔ | 4x7=28 | ↔ |
| BCCC1 | Flooding | Executive Director Growth and Regeneration Director Economy of Place | 3x5=15 | ↔ | 3x5=15 | ↔ | 3x5=15 | ↔ | 3x5=15 | ↔ | 3x5=15 | ↔ |

Appendix A: Bristol City Council – Growth and Regeneration Risks from the Corporate Risk Report Q1 2021/22

| Corporate Risk Register as at June 2021 – Threat Risks to the achievement of Bristol City Councils 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 |
| <p>CRR5: Business Continuity (BC) and Councils Service Resilience. 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 maybe increased with a greater impact on people and council Services.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> • Strikes (People, Fuel). • Loss of key staff (communicable diseases and influenza epidemics). • Loss of suppliers. • Loss of accommodation to deliver key services. • Loss of equipment. • Any event which may cause major disruption. • Unavailability of IT and/or Telecoms, including from cyber attack • Loss of staff/staff availability. • Knowledge loss. • Reduced chances of preventing/responding to incidents due to a lack of forward planning or investment. | <p>A number of Policies, procedures and arrangements are in place including duty rotas for key service areas and the Duty Director rota.</p> <p>The Covid Continuity Group has now been stood down. However, it has been established as a successful model for managing business continuity challenges and is being written into plans to be reconvened when necessary in future.</p> <p>The review of Service Level Business Continuity Plans planned for January 2021 was delayed by the Covid second wave. Although some of this work will be addressed in the project outlined above, a wider review needs to be re-scheduled.</p> <p>Business Continuity Awareness Week took place between 17th and 21st May and we are working with Internal Communications to ensure messages to managers encourage review of continuity arrangements.</p> <p>CPU continue to lead exercises to support service response and continuity (e.g. election resilience).</p> <p>We continue to work closely with partners through the LRF to understand Covid, EU Exit Risks and other risks and the impact they may have on continuity.</p> | <p>←</p> | 3 | 5 | 15 | <p>Due to risk due to cyber security and the ability of critical services to manage continuity in the event of a loss of IT services, a project is being developed across CPU, IT and Information Assurance to: review and finalise the list of critical services and the IT they depend on; increase services understanding of the resilience they can expect from IT; ensure that BC plans align with disaster recovery schedules; improve the quality of the BC arrangements services have in place to manage IT outages; place the review and maintenance of service BC plans on a 'corporate governance programme'.</p> | 1 | 5 | 5 |
| <p>Risk Owner: Executive Director Growth and Regeneration Chief Executive, Director Management of Place.</p> | <p>Action Owner: Director Management of Place and Civil Protection Manager.</p> | <p>Portfolio Flag: Finance, Governance and Performance.</p> | <p>Strategy Theme: Our Organisation, Wellbeing.</p> | | | | | | |

| Corporate Risk Register as at June 2021 – Threat Risks to the achievement of Bristol City Councils Objectives. | | | | | | | | |
|--|---|--|--|--------|-------------|----------------------|--------|-------------|
| Risk title and description | What we have done | Performance | Current Risk Level | | | Tolerance Risk Level | | |
| | | | Likelihood | Impact | Risk Rating | Likelihood | Impact | Risk Rating |
| <p>CRR12: Failure to deliver suitable emergency planning measures and respond to and manage emergency events when they occur. (Civil Contingency and Resilience)</p> <p>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.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> Emergency risks not identified and prepared for. Lack of trained and available responding staff. Emergency roles and responsibilities not embedded. | <p>We have supported the ongoing Covid response and responded effectively to concurrent incidents including fatal industrial accidents, residential fires, water and utility outages and protests.</p> <p>Learning from Covid 'Waves 1 and 2' have been absorbed across the organisation. However, there remains lessons to be learnt and embedded.</p> <p>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.</p> <p>A system is in place for ongoing monitoring of severe weather events (SWIMS).</p> <p>Emergency planning training has been rolled and a multi-agency exercise is regularly conducted to test different elements of BCC emergency arrangements with partners. CPU and relevant teams have also taken part in multi-agency exercises.</p> <p>A Duty Director on-call rota is in operation. 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.</p> <p>The Bristol Operations Centre capacity to support multi-agency operations has been tested.</p> <p>A review and exercise of the COMAH (Control of Major Accident Hazards) Plan is complete.</p> <p>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.</p> <p>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 required the OOH CPU service to be reduced to a telephone only service. This has now been reversed and a full response is available again.</p> <p>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 in place.</p> <p>Learning is taking place as consequence of the ongoing pandemic and this is making the Council a more resilient organisation.</p> <p>An 'Introduction to Emergency Planning' e-learning package will be available for all staff is in development.</p> | ↔ | 3 | 5 | 15 | 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. | | | | | |

Appendix A: Bristol City Council – Growth and Regeneration Risks from the Corporate Risk Report Q1 2021/22

| Corporate Risk Register as at June 2021 – Threat Risks to the achievement of Bristol City Councils Objectives. | | | | | | | | |
|---|---|--------------------------|-------------------------------------|--------|-------------|----------------------|--------|-------------|
| Risk title and description | What we have done | Performance | Current Risk Level | | | Tolerance Risk Level | | |
| | | | Likelihood | Impact | Risk Rating | Likelihood | Impact | Risk Rating |
| <p>CRR18: Failure to deliver enough homes to meet the City's needs.</p> <p>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.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> • Not enough planning applications submitted. • Not enough permission granted. • Insufficient housing land identified in planning documents. • Inability of the housebuilding industry to deliver at this level. • Increased uncertainty in the market due to Brexit and Covid-19. | <p>Granted planning permissions.</p> <p>Secured additional grant funding for infrastructure.</p> <p>Released land.</p> <p>Issued grants to Registered Providers (RPs).</p> <p>Established a Local Housing Company (Goram Homes).</p> <p>Secured funding from Homes England under HIF and Accelerated Construction and Community Development to release further housing land.</p> <p>Worked collaboratively with Homes England to maximise subsidy in schemes to provide as much affordable housing as possible.</p> <p>Required a minimum of 30% affordable housing on land released by the Council.</p> <p>Revised the Affordable Housing Grant Funding Policy to ensure it is relevant and assist the delivery of new affordable homes.</p> <p>Created a single multi-disciplinary Housing Delivery Team and additional capacity with Property, Planning, Highways and Legal.</p> | ↔ | 3 | 5 | 15 | 3 | 3 | 9 |
| 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. | | | | | |

Appendix A: Bristol City Council – Growth and Regeneration Risks from the Corporate Risk Report Q1 2021/22

| Corporate Risk Register as at June 2021 – Threat Risks to the achievement of Bristol City Councils 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 |
| <p>CRR27: Capital Transport Programme Delivery 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.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> • Overspend on individual schemes leading to uncontrollable cost pressures. • Underspend on annual profile. • Lack of coordination and programme management across divisions. • Covid-19. | <p>Transport Programme Team and Delivery Board established.</p> <p>Shared paperwork and highlight reporting process initiated.</p> <p>Regular briefings and reporting to senior management and cabinet members.</p> <p>5-year capital programme mapping process underway.</p> <p>Regular reviews with directors taking place, workshop carried out to examine governance and further improvements to processes.</p> | ↔ | 3 | 3 | 9 | <p>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.</p> <p>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.</p> <p>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).</p> <p>5 Year mapping ongoing.</p> <p>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.</p> <p>All schemes restarted and works progressing well. 6-month review has highlighted schemes that are behind programme and re-profiling taking place currently.</p> | 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. | | | | |

| Corporate Risk Register as at June 2021 – Threat Risks to the achievement of Bristol City Councils 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 |
| <p>CRR32: Failure to deliver enough affordable Homes to meet the City's needs. Strategies and delivery models designed to further stimulate growth in the housing market and deliver diversity of the housing in the City prove to be ineffective.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> • Subsidy availability. • Insufficient land available. • Uncertainty in the housing market as a result of Covid-19. • Not enough planning applications submitted. • Not enough permission granted. • Inability of the housebuilding industry to deliver at this level. • Increased uncertainty in the market due to Brexit. • Lack of capacity within the council's delivery system and the local market. • Insufficient housing land identified in planning documents. | <p>Continue to deliver a grant funding programme to subsidise the delivery of affordable homes.</p> <p>Working collaboratively with Homes England to maximise subsidy in schemes to provide as much affordable housing as possible.</p> <p>Requiring a minimum of 30% affordable housing on land released by the Council.</p> | ↔ | 4 | 7 | 28 | <p>Promote Affordable Housing Grant Funding.</p> <p>Working Closely with Homes England to ensure additional subsidy is secured.</p> <p>Identifying opportunities to acquire additional affordable homes off the shelf.</p> <p>De-risk the outstanding allocated sites in the City to prepare a pipeline of investable development opportunities for future delivery.</p> <p>Ensure affordable Housing is negotiated to policy requirement on all eligible housing sites.</p> <p>New frameworks for working collaboratively to resolve issues that exist on Residential planning applications and conditions discharge.</p> <p>Review & amendment of Affordable Housing Practice note in 2021/22.</p> | 4 | 3 | 12 |

Appendix A: Bristol City Council – Growth and Regeneration Risks from the Corporate Risk Report Q1 2021/22

| | | | |
|---|---|------------------------------|-------------------------------------|
| 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. |
|---|---|------------------------------|-------------------------------------|

| Corporate Risk Register as at June 2021 – Threat Risks to the achievement of Bristol City Councils Objectives. | | | | | | | | |
|--|---|--------------------------|--|--------|-------------|----------------------|--------|-------------|
| Risk title and description | What we have done | Performance | Current Risk Level | | | Tolerance Risk Level | | |
| | | | Likelihood | Impact | Risk Rating | Likelihood | Impact | Risk Rating |
| <p>CRR37: Homelessness</p> <p>The risk that homelessness and the subsequent cost of providing emergency short term accommodation will continue to rise.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> The ending of the eviction ban. Economic impact of COVID-19, unemployment rising leading to an increase in evictions from private rented tenancies. COVID 19 and lockdown leading to an increase in mental health issues, family relationship breakdown and domestic violence & abuse. | <p>Continuing to progress the One City move on project, which is delivering additional move on accommodation for people that are homeless. This includes:</p> <ul style="list-style-type: none"> Securing funding through the first two rounds of the rough sleeper accommodation programme and have submitted a bid for the third round <p>Successfully moved on most households placed in Temporary Accommodation through our everyone in initiative. This has reduced the number of households from a peak of 1122 to 930.</p> <p>Initiated a project with the aim of reducing the net unit cost of Temporary Accommodation. Opportunities being explored and prioritised.</p> <p>Ongoing work with the wider homelessness sector, advice agencies and key partners identifying opportunities to work collaboratively around early intervention and the prevention of homelessness.</p> <p>Bristol has secured a £3.3 million grant from the Ministry of Housing, Communities and Local Government's (MHCLG) three-year 'Changing Futures' scheme. Delivery starts now and runs until March 2024.</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 | 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. | | | | | |

Appendix A: Bristol City Council – Growth and Regeneration Risks from the Corporate Risk Report Q1 2021/22

| Corporate Risk Register as at June 2021 – Threat Risks to the achievement of Bristol City Councils Objectives. | | | | | | |
|--|--|---|--|--------|-------------|----------------------|
| Risk title and description | What we have done | Performance | Current Risk Level | | | Tolerance Risk Level |
| | | | Likelihood | Impact | Risk Rating | |
| | | | | | | |
| <p>CRR41: Long Term Major Capital Projects. BCC'S long-term major capital projects may require greater than anticipated investments.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> • The cost is higher than expected. • The project is delivered later than planned. • The operating and maintenance cost of the asset exceeds expectations. • Strategic, geographic, social, financial, and economic conditions changing over time. • Oversight of Project Interdependencies not well managed. • Insufficient in-house resources to progress major projects lead to missed opportunities to leverage third party investment. • Failure to anticipate and secure investment and resources to deliver enabling works and infrastructure. | <p>Corporate Leadership Board (CLB) / Capital and Investment Board (CIB) meets on a monthly basis and has an oversight and stewardship role for the delivery of the Capital Programme and investments.</p> <p>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.</p> <p>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.</p> <p>The Covid-19 pandemic continues to impact 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.</p> <p>Capital Strategic Partner, Arcadis, appointed in February 2021 and mobilisation phase concluded in May 2021. A dedicated Programme Director from Arcadis attends the Growth and Regeneration Executive Director Meetings (EDM) and G&R Board; and the programme has started to deliver.</p> <p>The introduction of enhanced highlight and exception reporting at the G&R Board has had a positive impact on overall 'grip' of the portfolio. Project officers now routinely come to G&R board to provide an overview of progress on an exception basis.</p> | ↔ | 4 | 7 | 28 | 1 7 7 |
| <p>Risk Owner: Executive Director Growth and Regeneration.</p> | <p>Action Owner: Executive Director Growth and Regeneration and Director Economy of Place.</p> | <p>Portfolio Flag: Mayor and Finance, Governance and Performance.</p> | <p>Strategy Theme: Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing.</p> | | | |

| Corporate Risk Register as at June 2021 – External / Civil Contingency Risks to the achievement of Bristol City Councils 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 |
| <p>BCCC1: Flooding.</p> <p>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.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> • Tidal surge, heavy rainfall, and river flood events. • Impact of climate change. • Lack of effective flood defences and preparedness for major incidents. • Failure of existing flood defences. | <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 is ongoing 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>A Strategic Outline Case for managing the risk of flooding from the river Avon to the city centre over the next century was approved by Cabinet in June 2021. The approved strategic approach is to construct new defences and / or raise the level of existing defences along the banks of the river Avon. The Environment Agency approved the SOC and the scheme has been given a £2m approval for further work to develop the Outline Business Case.</p> <p>We have been successful in our expression of interest to participate in the DEFRA Innovation and Resilience programme. This programme allocates approximately £6m to 25 areas to undertake innovative actions to increase resilience to flooding from 2021 – 2027.</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"> • Working in partnership with the Environment Agency to complete and deliver the Bristol Avon Flood Strategy to protect the city centre and support sustainable development, including allowances for climate change. • 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. • Promote minor sized schemes and green infrastructure to reduce local flood risks. • Actively managing flood risk infrastructure. • Ensuring development is sustainable, seeks to reduce flood risk and includes consideration to climate change. • Working with South Gloucestershire and the Environment Agency to deliver a programme of innovation to increase communities resilience to flooding. | 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. | | | | |

Appendix A: Bristol City Council – Corporate Risk Report (register of risk summary) Q1 2021/22

| Corporate Risk Register as at June 2021 – External / Civil Contingency Risks to the achievement of Bristol City Councils 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 |
| <p>BCCC3: COVID-19</p> <p>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, negatively impact Public health, adversely impact the business community of Bristol, lead to increased inequality amongst communities, create additional social anxiety, unmanageable demand on community, voluntary and public sector services, cause unnecessary expense, undermine Council finances and severely damage the Council's reputation.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> • Staff sickness, absence, and bereavement. • Surges in demand in key service areas, particularly social care, safeguarding, housing, community engagement, hardship, public health, and civil protection. • A lack of personal protective equipment for staff and providers. • Increased social anxiety and community tension. • Failure of key providers and contractors. • A lack of management control and oversight associated with home working. • Failure to identify and seize opportunities. • Changes in national guidelines. | <p>The Council has moved at pace to change the way that it works across every Directorate and Service area:</p> <ul style="list-style-type: none"> • The response to Covid is managed through the Outbreak Management Group, Chaired by the Director of Public Health • The Local Engagement Board and Health Protection Committee were both established and have met regularly • Work to support the most vulnerable is ongoing • Work to enforce Covid regulations is ongoing • PPE supply chains have been stabilised and made more resilient • Additional body storage capacity has been realised • The organisation has established remote working practice wherever possible • Buildings have Covid secure risk assessments in place • Three Recovery Workstreams have been established – Community and People, Economy and Business and Organisational Change • Recovery Objectives are being monitored and managed through EDMs • We have worked in partnership through the One City Economy Board to produce an Economic Recovery and Renewal Plan • We are participating in a regional Strategic Recovery Group run by the Local Resilience Forum and in economic recovery initiatives hosted by the Combined Authority. • Learning from the multiple waves informs our ongoing response • Run 'surge testing' programme for Variant of Concern and applied learning from this • Conducted a region-wide Equality Impact Assessment to inform future planning and adapt current practice where required • Operated a 'Gold' Group chaired by Chief Executive during Major Incident phase(s) • The local outbreak response has been enhanced • Capital for a Community Resilience Fund has been established • We have increased the community development capacity in the short term and introduced a fortnightly Community Exchange to maintain conversation with communities | ↔ | 4 | 7 | 28 | <p>We continue to work closely with Health Partners and Avon and Somerset Resilience Forum continues.</p> <p>Continued communication to partners, businesses and citizens continues.</p> <p>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.</p> | 2 | 7 | 14 |
| Risk Owner: CLB | Action Owner: Chief Executive | | Portfolio Flag: Corporate wide. | | | Strategy Theme: Our Organisation, Empowering and Caring, Fair, and Inclusive, Well Connected, Wellbeing. | | | |

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. |