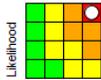
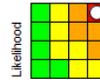
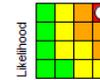
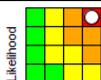
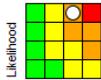
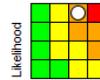
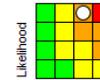
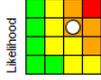
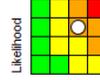
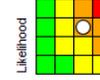
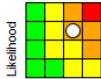
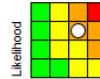
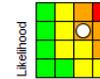
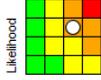
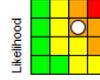
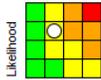
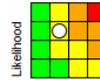
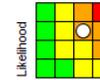
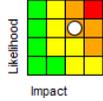
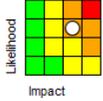
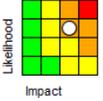


Appendix A – Growth and Regeneration Risks on Corporate Risk Register as at Q2

Corporate risk performance summary for threat risks

Risk Code and Title	Q4 Rating	Q4 Matrix	Q1 Rating	Q1 Matrix	Q2 Rating	Q2 Matrix
CRR32 - Failure to deliver enough affordable Homes to meet the City's needs.	28 	 Likelihood Impact	28 	 Likelihood Impact	28 	 Likelihood Impact
CRR41 - Long Term Major Capital Projects	28 	 Likelihood Impact	28 	 Likelihood Impact	20 	 Likelihood Impact
CRR37 - Homelessness	20 	 Likelihood Impact	20 	 Likelihood Impact	20 	 Likelihood Impact
CRR12 - Failure to deliver suitable emergency planning measures and respond to and manage emergency events when they occur	15 	 Likelihood Impact	15 	 Likelihood Impact	15 	 Likelihood Impact
CRR5 - Business Continuity and Council Resilience.	15 	 Likelihood Impact	15 	 Likelihood Impact	15 	 Likelihood Impact
CRR18 - Failure to deliver enough homes to meet the City's needs.	15 	 Likelihood Impact	15 	 Likelihood Impact	15 	 Likelihood Impact
CRR27 - Capital Transport Programme Delivery	9 	 Likelihood Impact	9 	 Likelihood Impact	15 	 Likelihood Impact

Corporate risk performance summary for external and civil contingency risks

Risk Code and Title	Q4 Rating	Q4 Matrix	Q1 Rating	Q1 Matrix	Q2 Rating	Q2 Matrix
BCCC1 – Flooding	15 	 Likelihood Impact	15 	 Likelihood Impact	15 	 Likelihood Impact



Corporate Threat Risks

Threat Risk Title and Description	Performance	Current Risk Level			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.</p> <p>Failure of the City to deliver to the Mayoral Target of 1000 affordable homes per year by 2024. 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 planning permissions 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 strategic planning documents 		4	7	28	3	5	15
What we have done	What we are doing						
<p>Continue to deliver a targeted 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> <p>Created a single multi-disciplinary Housing Delivery Team and additional capacity with Property, Planning, Highways and Legal.</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 in order to release further housing land.</p>	<p>Provide targeted 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>						
<p>Risk Owners: Executive Director Growth and Regeneration, Director Development.</p>	<p>Action Owners: Director Development of Place and Head of Housing Delivery.</p>	<p>Portfolio Flag: Housing</p>			<p>Strategic Theme:</p>	<p>Fair and Inclusive</p>	

Appendix A – Growth and Regeneration Risks on Corporate Risk Register as at Q2



Threat Risk Title and Description	Performance	Current Risk Level			Tolerance Risk Level		
		Likelihood	Impact	Risk Rating	Likelihood	Impact	Risk Rating
<p>CRR41 - Long Term Major Capital Projects</p> <p>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 	↑	4	5	20	1	7	7
<p>What we have done</p> <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>	<p>What we are doing</p> <p>We have done and we continue to review and prioritise / re-prioritise programmes and projects and other deliverables in the light of the on-going global Covid-19 pandemic, as well as assessing its impact on long-term commercial investments and major capital project delivery.</p> <p>The recent appointment of the Capital Strategic Partner is starting to have an impact on the performance culture across major capital programmes. There will be quarterly review meetings between BCC's Senior Leadership and the Strategic Partner to review performance and progress with Capital Programme delivery.</p> <p>Workshops organised in July 2021 to review and refresh the Capital Programme. To be followed in August 2021 by a similar workshop to review Capital receipting/disposal. There will be a more comprehensive review/reset of the Capital Programme as part of the annual service planning process in the Autumn 2021.</p> <p>Work is on-going in conjunction with the Strategic Partner to enhance and improve Programme and Project reporting. This work feeds into the CIB process to create a stronger sense of joined up programme management across BCC. In addition, we are trialling a recommended approach to embedded assurance with some key Capital Projects.</p>						
<p>Risk Owners: Executive Director Growth and Regeneration.</p>	<p>Action Owners: Executive Director Growth and Regeneration and Director Economy of Place.</p>	<p>Portfolio Flag: Mayor and Finance, Governance and Performance.</p>	<p>Strategic Theme: Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing.</p>				

Appendix A – Growth and Regeneration Risks on Corporate Risk Register as at Q2

Threat Risk Title and Description	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 • 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. 		4	5	20	3	5	15
<p>What we have done</p> <p>Continuing to progress the One City move on project, which is delivering additional move on accommodation for people that are homeless. This includes: Securing funding through the first two rounds of the rough sleeper accommodation programme and have submitted a bid for the third round 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 960. Initiated a project with the aim of reducing the net unit cost of Temporary Accommodation. Opportunities being explored and prioritised. 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. 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. We have been working closely with commissioners of domestic abuse services and providers to support move on from refuge accommodation.</p>	<p>What we are doing</p> <p>The number of households in Temporary Accommodation is 960 compared with 650 before COVID and is not reducing. Introduce longer term contracts for Temporary Accommodation that will reduce the net unit cost of TA to BCC. 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. We continue to progress the Move On Project. Bringing online additional supported move on accommodation funded from our successful bids. BCC is working with partners in developing and delivering its changing futures scheme. Prioritise the use of Discretionary Housing Payments for homelessness prevention/tenancy sustainment.</p>						
<p>Risk Owners: Executive Director Growth and Regeneration, Director Housing.</p>	<p>Action Owners: Director Housing.</p>	<p>Portfolio Flag: Housing</p>	<p>Strategic Theme: Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing.</p>				

Threat Risk Title and Description	Performance	Current Risk Level			Tolerance Risk Level		
		Likelihood	Impact	Risk Rating	Likelihood	Impact	Risk

Appendix A – Growth and Regeneration Risks on Corporate Risk Register as at Q2



							Rating
<p>CRR12 - Failure to deliver suitable emergency planning measures and respond to and manage emergency events when they occur</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. 				15			5
<p>What we have done</p> <p>CPU have supported the Covid response and responded effectively to concurrent incidents including fatal industrial accidents, residential fires, water and utility outages and protests.</p> <p>BCC has a leading role within the Local Resilience Forum.</p> <p>Severe weather incidents are monitored via the SWIMS system.</p> <p>Emergency planning training with multi-agency exercising in place. Duty director rota in place.</p> <p>24/7 Operations Centre provides effective monitoring for the city and a coordinator role in response and recovery.</p> <p>Recruitment of a fixed term Civil Protection Officer to support Covid response.</p> <p>Covid emergency has stretched BCC's emergency response capacity and created additional strains and pressures. Managed through BAU and business continuity planning and escalation.</p> <p>BCC took receipt of 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.</p> <p>Review of COMAH (Control of Major Accident Hazards) Plan complete</p>	<p>What we are doing</p> <p>Restarted the Corporate Resilience Group, directorate leads in place.</p> <p>Continuing to work closely with the LRF.</p> <p>Held our winter preparation weather meeting</p> <p>Horizon scanning internally and LRF on the overlapping risk this winter and the mitigations needed.</p> <p>Corporate exercise being planned for Autumn 2021.</p> <p>Introduction to Emergency Planning e-learning package will soon be available for all staff.</p>						
<p>Risk Owners: Executive Director Growth and Regeneration, Director Management of Place.</p>	<p>Action Owners: Director Management of Place, and Civil Protection Manager.</p>	<p>Portfolio Flag:</p>	<p>Finance, Governance and Performance</p>	<p>Strategic Theme:</p>	<p>Our Organisation, Wellbeing.</p>		

Threat Risk Title and Description	Performance	Current Risk Level	Tolerance Risk Level
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Appendix A – Growth and Regeneration Risks on Corporate Risk Register as at Q2

		Likelihood	Impact	Risk Rating	Likelihood	Impact	Risk Rating
<p>CRR5 - Business Continuity and Council Resilience.</p> <p>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 (Covid - illness and self-isolation) and influenza. • Loss of suppliers / supply chain disruption. • Loss of accommodation to deliver key services. • Loss of equipment / infrastructure, including utilities. • Any event which may cause major disruption - e.g. severe weather • Unavailability of IT and/or Telecoms. • Knowledge loss. • Reduced chances of preventing/ responding to incidents due to a lack of forward planning or investment. 		3	5	15	1	5	5
<p>What we have done</p> <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>What we are doing</p> <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> <p>BIA and BCPs are required to be submitted as part of the service planning process.</p>						

Appendix A – Growth and Regeneration Risks on Corporate Risk Register as at Q2



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	Strategic Theme:	Our Organisation, Wellbeing.
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Threat Risk Title and Description	Performance	Current Risk Level			Tolerance Risk Level		
		Likelihood	Impact	Risk Rating	Likelihood	Impact	Risk Rating

Appendix A – Growth and Regeneration Risks on Corporate Risk Register as at Q2

<p>CRR18 - Failure to deliver enough homes to meet the City's needs.</p> <p>Failure of the City to deliver to the Mayoral Target of 2000 new homes per year by 2024. 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 planning permissions granted • Insufficient housing land identified in strategic planning documents • Inability of the housebuilding industry to deliver at this level • Increased uncertainty in the market due to Brexit and Covid-19. 	-	3	5	15	1	3	3
<p>What we have done</p> <ol style="list-style-type: none"> 1. Granted planning permissions. 2. Secured additional grant funding for infrastructure. 3. Released land. 4. Issued grants to Registered Providers (RPs). 5. Established a Local Housing Company (Goram Homes). 6. Secured funding from Homes England under HIF and Accelerated Construction and Community Development in order to release further housing land. 7. Manage a targeted grant funding programme to subsidise the delivery of affordable homes. 8. Introduced the Affordable Housing Practice Note. 9. Worked collaboratively with Homes England to maximise subsidy in schemes to provide as much affordable housing as possible. 10. Required a minimum of 30% affordable housing on land released by the Council. 11. Created a single multi-disciplinary Housing Delivery Team and additional capacity with Property, Planning, Highways and Legal. 	<p>What we are doing</p> <ol style="list-style-type: none"> 1. We are addressing all areas of provision including: Community Led Housing (CLH), Registered Providers (RPs) and Direct Delivery, (New Council Homes). 2. We are have completed a Service Review of Housing Delivery Team and have recruited to new posts. 3. Significant land release programme to Registered Partners (RPs). 4. External funding bids have secured infrastructure funding to accelerate delivery. 5. Monitoring the impact of a coronavirus and Brexit on the Housing Market 6. Revised the Affordable Housing Grant Funding Policy to ensure it is relevant and assist the delivery of new affordable homes. 7. Working Closely with Homes England to ensure additional subsidy is secured 8. Pipeline of site approved for Goram Homes to deliver around 1700 new homes 9. New working arrangements between Housing Delivery Team and Development Management focussing on unlocking barriers to determination and accelerating permissions. 						
<p>Risk Owners: Executive Director Growth and Regeneration, Director Development of Place.</p>	<p>Action Owners: Director Development of Place.</p>	<p>Portfolio Flag: Housing</p>	<p>Strategic Theme: Fair and Inclusive</p>				

Threat Risk Title and Description	Performance	Current Risk Level			Tolerance Risk Level		
		Likelihood	Impact	Risk Rating	Likelihood	Impact	Risk Rating

Appendix A – Growth and Regeneration Risks on Corporate Risk Register as at Q2

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. Key potential causes are: <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 • Loss of resource and inability to recruit 				3	5	15	2	3	6
What we have done 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.		What we are doing 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. 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. We have recently commissioned a piece of work through the strategic partner Arcadis to assess capital programme delivery working with the PMO and linked to CA work. This work will assess issues and set a base line to enable potential solutions to be bought forward and implemented							
Risk Owners: Executive Director Growth and Regeneration, Director Economy of Place.	Action Owners: Director Economy of Place.	Portfolio Flag:	Transport	Strategic Theme:	Our Organisation, Wellbeing.				



Corporate external and civil contingency risks

Appendix A – Growth and Regeneration Risks on Corporate Risk Register as at Q2

External/Civil Contingency Risk Title and Description	Performance	Current Risk Level			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 		3	5	15	3	3	9
<p>What we have done</p> <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>	<p>What we are doing</p> <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> <p>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.</p> <p>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.</p> <p>Promote minor sized schemes and green infrastructure to reduce local flood risks.</p> <p>Actively managing flood risk infrastructure.</p> <p>Ensuring development is sustainable, seeks to reduce flood risk and includes consideration to climate change.</p> <p>Working with South Gloucestershire and the Environment Agency to deliver a programme of innovation to increase communities resilience to flooding.</p>						

Appendix A – Growth and Regeneration Risks on Corporate Risk Register as at Q2



Risk Owners:	Executive Director Growth and Regeneration, Director Economy of Place.	Action Owners:	Director Economy of Place, Flood Risk Engineer.	Portfolio Flag:	Energy, Waste and Regulatory Services	Strategic Theme:	Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing.
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Risk Scoring Matrix

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

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.

