























Appendix A – Corporate Risk Register as at June 2022



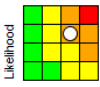





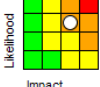

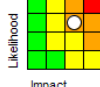

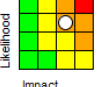

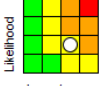




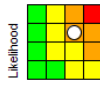
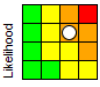
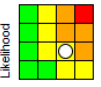
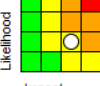

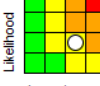

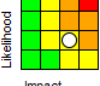


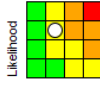



Threat Risk Performance Summary

Risk	Page Number	Q2 Rating	Q2 Risk Matrix	Q3 Rating	Q3 Matrix	Q4 Rating	Q4 Matrix	Q1 Rating	Q1 Matrix
CRR46 - Increased costs, restrictions and uncertainty of future sufficient insurance cover for higher risk properties	7					28 NEW RISK		28	
CRR48 - Failure to meet the affordable housing needs of the City by failing to meet the Project 1000 Delivery target	8							21 NEW RISK	
CRR49 – Workforce Resilience	10							21 NEW RISK – In Progress	
CRR9 - Safeguarding Vulnerable Children	11	28		21 ↑		21		21	
CRR39 - Adult and Social Care major provider/supplier failure	12	21		21		21		21	
CRR12 - Emergency planning measures and resources overwhelmed by scope and scale of an emergency or incident faced by the council	13	15		15		21		21	
CRR7 - Cyber Security	14	20		20		20		20	
CRR25 - Suitability of Line of Business (LOB) systems	15	20		20		20		20	
CRR37 - Homelessness	16	20		20		20		20	


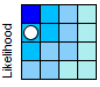

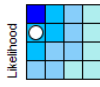

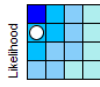

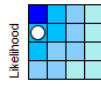

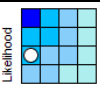

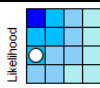

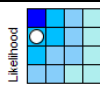

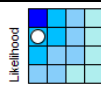
Appendix A – Corporate Risk Register as at June 2022

Risk	Page Number	Q2 Rating	Q2 Risk Matrix	Q3 Rating	Q3 Matrix	Q4 Rating	Q4 Matrix	Q1 Rating	Q1 Matrix
CRR41 – Capital Portfolio Delivery	17	20 ↑		20 ▬		20 ▬		20 ▬	
CRR43 - Lack of progress for Mass Transit Impact on city	19	20 ↓		20 ▬		20 ▬		20 ▬	
CRR13 - Financial Framework and Medium-Term Financial Plan (MTFP)	20	21 ▬		21 ▬		21 ▬		21 ▬	
CRR10 - Safeguarding Adults at Risk with Care and support needs	21	21 ▬		21 ▬		21 ▬		15 ↑	
CRR27 – Failure to deliver the Capital Transport Programme Delivery	22	15 ↓		15 ▬		15 ▬		15 ▬	
CRR5 - Business Continuity and Operational Resilience.	23	15 ▬		15 ▬		15 ▬		15 ▬	
CRR18 - Failure to deliver enough homes to meet the City's needs.	24	15 ▬		15 ▬		15 ▬		15 ▬	
CRR15 - In-Year Financial Deficit	25	15 ▬		15 ▬		15 ▬		21 ↓	
CRR4 - Corporate Health, Safety and Wellbeing	26	15 ↑		15 ▬		15 ▬		15 ▬	
CRR6 - Fraud and Corruption	28	15 ▬		15 ▬		15 ▬		15 ▬	

Appendix A – Corporate Risk Register as at June 2022



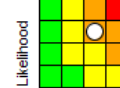

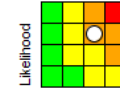

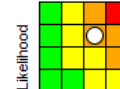

Risk	Page Number	Q2 Rating	Q2 Risk Matrix	Q3 Rating	Q3 Matrix	Q4 Rating	Q4 Matrix	Q1 Rating	Q1 Matrix
CRR40 - Unplanned Investment in Subsidiary Companies	30	15 		15 		15 		20 	
CRR23 - Adult and Social Care (ASC) Transformation Programme 2020/21-2021/22	31	15 		15 		15 		15 	
CRR26 - ICT Resilience.	33	10 		10 		14 		14 	
CRR29 - Information Security Management System (ISMS)	32	15 		15 		15 		10 	
CRR36 - Risk to delivering required improvements from Ofsted/CQC SEND Inspection	34	10 		10 		10 		10 	
CRR45 - Failure to deliver statutory duty in respect of the safeguarding of Children	35			9 NEW RISK		9 		9 	

Opportunity Risk Performance Summary

Risk	Page Number	Q2 Rating	Q2 Risk Matrix	Q3 Rating	Q3 Matrix	Q4 Rating	Q4 Matrix	Q1 Rating	Q1 Matrix
OPP1 - One City Approach	36	21 		21 		21 		21 	
OPP2 - Corporate Strategy	37	14 		14 		21 		21 	

Appendix A – Corporate Risk Register as at June 2022

External and Civil Contingency Risk Summary

Risk	Page Number	Q2 Rating	Q1 Risk Matrix	Q3 Rating	Q3 Matrix	Q4 Rating	Q4 Matrix	Q1 Rating	Q1 Matrix
BCCC5 - Cost of Living Crisis impact on Citizens and Communities	38							28 NEW RISK	
BCCC4 - COVID-19 – Population Health	39			15 NEW RISK		15		15	
BCCC1 - Flooding	40	15		15		15		15	




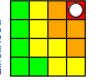

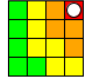



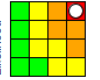

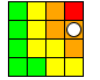
Risk In Progress

Risk	Page Number	Q2 Rating	Q1 Risk Matrix	Q3 Rating	Q3 Matrix	Q4 Rating	Q4 Matrix	Q1 Rating	Q1 Matrix
New Risk in Progress - Failure to achieve the commitment of carbon neutrality for the council's direct emissions by 2025	TBC							In Progress	In Progress
New Risk in Progress - Failure to support the delivery of the One City Climate Strategy aim for the city to be carbon neutral for all emissions by 2030.	TBC							In Progress	In Progress

Appendix A – Corporate Risk Register as at June 2022



Closing/De-Escalating Risks


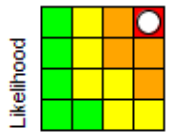
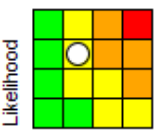
Risk	Page Number	Q2 Rating	Q1 Risk Matrix	Q3 Rating	Q3 Matrix	Q4 Rating	Q4 Matrix	Q1 Rating	Q1 Matrix
CRR32 - Failure to deliver enough affordable Homes to meet the City's needs.	N/A	28 	 Likelihood Impact	28 	 Likelihood Impact	28 	 Likelihood Impact	Risk Replaced By CRR48	Risk Replaced By CRR48
CRR35 - Organisational Resilience	N/A	21 	 Likelihood Impact	28 	 Likelihood Impact	21 	 Likelihood Impact	Risk Closed	Risk Closed



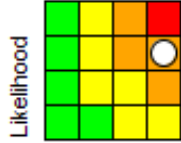
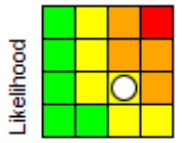
Threat/External Risk Matrix Summary

Likelihood	4 - Almost Certain	4 - Low	12 - Med	20 High CRR40 ↓ CRR7 → CRR25 → CRR37 → CRR41 → CRR43 →	28 Critical CRR46 → BCCC5 - NEW
	3 - Likely	3 - Low	9 - Med CRR45 →	15 - High CRR10 ↑ CRR6 → CRR27 → CRR5 → CRR23 → BCCC1 → CRR18 → CRR4 → BCCC4 →	21- High CRR48 - NEW CRR9 → CRR39 → CRR12 → CRR13 → CRR15 ↓ CRR49 - NEW
	2 - Unlikely	2 - Low	6 - Med	10 - Med CRR29 ↑ CRR36 →	14 - High CRR26 →
	1 - Rare	1 - Low	3 - Low	5 - Med	7 - Med
		1 - Minor	3 - Moderate	5 - Major	7 - Critical
	Impact				

Threat Risks

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level		
<p>Risk Title: CRR46 - Increased costs, restrictions and uncertainty of future sufficient insurance cover for higher risk properties</p> <p>Description: The risk of increased costs and difficulty placing cover in a hardening market for property insurance. This is particularly relevant to properties with long term ongoing works, waste sites and properties with cladding.</p>	<p>Constant</p> 	<p style="text-align: center; font-size: 24pt;">28</p> <p>Likelihood = 4 Impact = 7</p>		<p style="text-align: center; font-size: 24pt;">9</p> <p>Likelihood = 3 Impact = 3</p>		
<p>Risk Causes: Hardening insurance market in general Increased scrutiny on cladding in the UK insurance market Lack of suppliers and capacity in the public sector property insurance market</p>	Existing Controls					Mitigating Actions
<p>Risk Consequences: Higher costs for insurance cover Restrictions on insurance cover Increased costs as a result of additional management measures required for property insurance Reputational Damage</p>	Control		Action Title	Due Date	Progress	
	1. Appointment of Insurance Brokers to assist in advising on market conditions		1. Develop action plan with our insurance brokers and key teams such as procurement and housing for placement of our future property portfolio	August 2022	30%	
	2. Housing colleagues have worked closely with Avon Fire to improve fire safety at high rise blocks		2. Ensure actions identified in fire risk assessments at Waste sites are completed	March 2022	100%	
			3. Ensure Risk Improvement Actions are completed at City Hall to improve risk at this location	March 2022	100%	
			4. Enrolment of our schools into the Department of Education’s Risk Protection Arrangement	March 2022	100%	
<p>Risk Owner(s): Chief Executive, Director of Finance (S151 Officer).</p>						
<p>Portfolio Flag: City Economy, Finance & Performance</p>	<p>Summary of Progress: Meetings have occurred with incumbent insurers and our insurance brokers around mitigation measures that can be taken to improve property risk in the short, medium and long term. In addition, surveys have occurred at some of our waste, unoccupied and sites with ongoing works.</p>					
<p>Strategic Theme: Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing</p>						

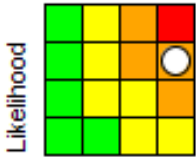
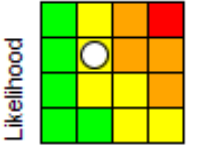
Appendix A – Corporate Risk Register as at June 2022

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p>Risk Title: CRR48 - Failure to meet the affordable housing needs of the City by failing to meet the Project 1000 Delivery targets.</p> <p>Description: 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>	NEW RISK	<p style="text-align: center;">21</p> <p>Likelihood = 3 Impact = 7</p>	 <p style="text-align: center;">Likelihood</p> <p style="text-align: center;">Impact</p>	<p style="text-align: center;">10</p> <p>Likelihood = 2 Impact = 5</p>	 <p style="text-align: center;">Likelihood</p> <p style="text-align: center;">Impact</p>
<p>Risk Causes:</p> <ul style="list-style-type: none"> - Availability of public subsidy from homes England and challenges in meeting their funding viability and value for money assumptions -Reduction in the levels of Capital funding the Council has to support affordable housing delivery by third party providers - The complexity and costs associated with the development of brownfield sites, leading to viability challenges for both direct and 3rd party delivery. - Insufficient land available - Continued impact of Covid 19 on the delivery programme of developments in the City - Not enough planning applications submitted - Not enough planning permissions granted and delays within the planning process - Inability of the housebuilding industry to deliver at this level to meet need through the planning system - 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 	<p style="text-align: center;">Existing Controls</p>				
	Control		Action Title	Due Date	Progress
	Improved our monitoring of affordable housing delivery and pipeline including identification of where HDT can unblock barriers to delivery.		Bid for second round funding through OPE BFLR fund to unlock a second CLH site.	July 2022	100%
	Requiring a minimum of 30% affordable housing on land released by the Council.		Develop the Housing Delivery Plan 2022-25.	December 2022	100%
	Working collaboratively with Homes England to maximise subsidy in schemes		Review & amend the Affordable Housing Practice note in 2021/22.	July 2022	95%
	Project 1000 and Housing Delivery Boards		Revised Affordable Housing Funding Policy 2022-2025	March 2022	100%
<p>Risk Consequences:</p> <ol style="list-style-type: none"> 1. Reputational damage 2. Increased levels of homelessness 3. Increased demand from the private rented sector, (non-affordable), by those in highest need 4. Residualisation of lower value areas of the city 5. economic deprivation, poorer health and lower educational attainment of households living in poverty in poor housing conditions with limited tenancy 	KPI Targets for affordable housing delivery		Secure Homes England Affordable Housing Programme Funding	March 2022	5%
			Develop new practice notes on affordable housing delivery through Build to Rent and First Homes	April 2022	95%
			Plan and establish a monthly Project 1000 working group to oversee all affordable housing development activity, monitor and manage risk and unblock internal barriers to delivery	August 2022	35%

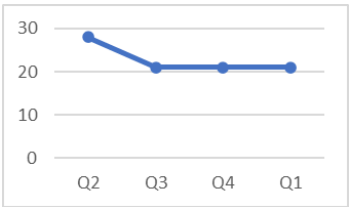
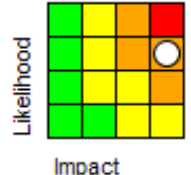
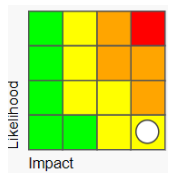
Appendix A – Corporate Risk Register as at June 2022



sustainability 6. balance between addressing need for family homes V increased viability of delivering smaller units				
Risk Owner(s): Executive Director Growth and Regeneration, Director Development.		Develop a new framework of appraisal parameters and agree a clear funding programme approach for HRA delivery	October 2022	25%
		Review structure and capacity of current Construction Development Team, re-organise and create new / amend posts as needed to ensure the team has the ability to meet Project 1000 and HRA Business plan targets for direct delivery	December 2022	5%
		Maximise capital funding from Homes England, WECA and DLUHC to address the complexities and additional costs of delivering an affordable housing programme on brownfield sites, including looking at ways of developing a strategic approach with key funding partners to meet infrastructure and abnormal costs.	March 2025	10%
Portfolio Flag: Public Health and Communities	Summary of Progress: The previous affordable housing focussed risk CRR32 has been archived and a new risk, CRR48, redefined to make it better reflect the Council's scope and control to influence the delivery of affordable housing to meet the City's needs, setting it in the context of Project 1000 and a new, stronger corporate delivery-driven approach to the development of affordable homes in Bristol.			
Strategic Theme: Fair and Inclusive	<p>Project 1000 is the Council's newly adopted Housing Delivery Plan for 2022-2025. It sets out the roadmap for affordable housing providers to meet the Mayoral ambition of delivering 1000 new affordable homes a year from 2024. The Delivery plan focuses on 3 key routes to delivery: The Council's direct Council House building programme, the Goram Homes delivery programme and delivery by third party providers including Registered Providers, Specialist Housing providers, Community Led housing Organisations, Build to Rent and other providers. Project 1000 drives the delivery of a wide range of affordable tenures and affordable housing products, including the more traditional delivery of social rented homes and shared ownership, through to solutions to address specialist and supported housing needs and addressing the need for more Temporary Accommodation for homeless households.</p> <p>Project 1000 is being supported by a risk management approach to delivery, based on robust and detailed monitoring of key delivery milestones of all affordable housing projects in the city and a focus on actively unblocking barriers to delivery where this is in the Council's gift to do so. New systems to support this unlocking focus are being established at both an officer level but also with the continuation of the Project 1000 Board, the scrutiny of the monthly Housing Delivery Board and a monthly Project 1000 Working Group that is being established, made up of all representatives of all service areas who are involved in the delivery of new homes through planning and into construction.</p> <p>In light of this new focus for CRR32 and the focus of Project 1000, the assessment of the risk has been reviewed and now sits as a High Risk at 21. This acknowledges that there are still many challenges to meeting the ambitions set out in Project 1000 but that there is a strong focus on risk management to address and unblock delivery and a strong pipeline of affordable housing that is already identified and with more than 1500 affordable homes already currently in construction and due to complete in 2022/23 and beyond.</p> <p>Delivery is still strongly reliant on the provision by 3rd party RPs and other organisations, which means we have less control than for a programme delivered directly by the Council.</p>			

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p>Risk Title: CRR49 - Workforce Resilience</p> <p>Description: A lack of workforce resilience or capacity to provide statutory services and achieve strategic aims and objectives</p>	<p>New Risk - In Progress</p>	<p>21 Likelihood = 3 Impact = 7</p>	 <p>Likelihood</p> <p>Impact</p>	<p>9 Likelihood = 3 Impact = 3</p>	 <p>Likelihood</p> <p>Impact</p>
<p>Risk Causes: Failure to recruit – particularly in specialist areas where the market is highly competitive COVID-19 impact in labour market and workforce sickness High levels of staff turnover High staff sickness levels Ineffective prioritisation of workloads</p> <p>Risk Consequences: Key services fail – inability to meet service demands Statutory and/or regulatory obligations are not delivered Strategic priorities and aims are not delivered. The council becomes unfocused and demand led. Increasing levels of sickness absence Higher staff turnover and loss of talent HSE/Legal action Reputational damage Poor customer satisfaction leading to complaints and requests for compensation</p>			<p>Existing Controls</p>	<p>Mitigating Actions</p>	
	<p>Control</p>		<p>Action Title</p>	<p>Due Date</p>	<p>Progress</p>
	<p>In Progress</p>		<p>In Progress</p>		<p>In Progress</p>
<p>Risk Owner(s): Chief Executive, Director of Workforce and Change</p> <p>Portfolio Flag: City Economy, Finance & Performance</p> <p>Strategic Theme: Our Organisation</p>	<p>Summary of Progress: In Progress</p>				

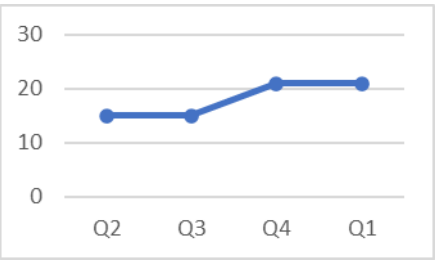
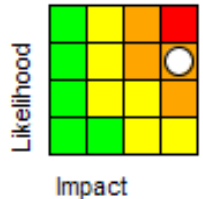
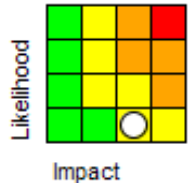
Appendix A – Corporate Risk Register as at June 2022

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level																		
<p>Risk Title: CRR9 - Safeguarding Vulnerable Children</p> <p>Description: The council fails to prevent increased risk of harm to children, resulting in harm or death to a vulnerable child.</p>	<p>Constant</p> 	<p>21</p> <p>Likelihood = 3 Impact = 7</p>		<p>7</p> <p>Likelihood = 1 Impact = 7</p>																		
<p>Risk Causes:</p> <ul style="list-style-type: none"> -Demand for services exceeds service capacity and capability. -Inadequate controls result in harm. -Increase in child protection, complex safeguarding risks, criminal exploitation, serious youth violence and gang affiliation. -Hidden harm resulting from periods of lockdown, increased stress in families and service disruption during COVID -Placement failure due to COVID infection across children's home or fostering households. -An increase in demand of 6% evident across care population - specific pressures are clear for teenagers and unaccompanied children requiring our care 	<p>Existing Controls</p> <p>Control</p> <ul style="list-style-type: none"> • DCS quarterly assurance report to Corporate Leadership Board • Inspections and Peer Reviews • Quality assurance and performance framework in place – which has been strengthened over the past quarter. • The Keeping Bristol Safe Board provides independent scrutiny of children's safeguarding and safer communities' arrangements in the city and holds BCC and partner agencies to account. • Strategic Risk assurance 					<p>Mitigating Actions</p> <table border="1"> <thead> <tr> <th>Action Title</th> <th>Due Date</th> <th>Progress</th> </tr> </thead> <tbody> <tr> <td>Reviewing areas of specific vulnerability and implementing improvements</td> <td>December 2022</td> <td>Ongoing</td> </tr> <tr> <td>Reviewing national serious case reviews on the back of recent high profile child deaths through multiagency safeguarding arrangements</td> <td>June 2022</td> <td>30%</td> </tr> <tr> <td>Additional training in relation to professional curiosity</td> <td>Ongoing</td> <td>10%</td> </tr> <tr> <td>New Quality Assurance Processes – including targeted mentoring and training for social workers</td> <td>Ongoing</td> <td>50%</td> </tr> <tr> <td>Mapping Gaps on service provision – working with Police to address capacity issues identified in targeted services</td> <td>Ongoing</td> <td>50%</td> </tr> </tbody> </table>			Action Title	Due Date	Progress	Reviewing areas of specific vulnerability and implementing improvements	December 2022	Ongoing	Reviewing national serious case reviews on the back of recent high profile child deaths through multiagency safeguarding arrangements	June 2022	30%	Additional training in relation to professional curiosity	Ongoing	10%	New Quality Assurance Processes – including targeted mentoring and training for social workers	Ongoing
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<p>Risk Consequences:</p> <ul style="list-style-type: none"> -Harm - serious injury or death of a children -Regulatory enforcement action -Litigation -Other unpredicted financial cost to the Local Authority 																						
<p>Risk Owner(s): Executive Director People, Director Children's and Families Services.</p>																						
<p>Portfolio Flag: Children's Services, Education & Equalities</p>	<p>Summary of Progress: Quality Assurance and performance framework in place and reported on at regular intervals through to cabinet members and Scrutiny. Independent Audit undertaking review of our QA and performance framework. Drafting action plan to respond to the findings. DCS quarterly assurance report to Corporate Leadership Board and action taken to address areas for improvement. The Keeping Bristol Safe Board provides independent scrutiny of children's safeguarding and safer communities' arrangements in the city and holds BCC and partner agencies to account. Services and structure aimed at ensuring delivery of a safe system of work for safeguarding children and communities. Recent inspection activity (Inspection of Local Authority Children's Services) and peer review indicates that progress has been made across services in ensuring children/adults are safeguarded. (Sep 2018 and Dec 2021)</p>																					
<p>Strategic Theme: Our Organisation, Empowering and Caring, Wellbeing.</p>																						

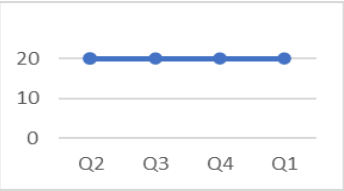
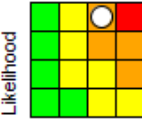

Appendix A – Corporate Risk Register as at June 2022

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p>Risk Title: CRR39 – Adult and Social Care major provider/supplier failure</p> <p>Description: Failure or potential degradation of ASC service provision linked to a complex set of internal / external risks causing service interruption or cessation. Failures or closures in the supply chain mean insufficient supply to source adequate appropriate support and meet Care Act needs.</p>	<p>Constant</p>	<p>21</p> <p>Likelihood = 3 Impact = 7</p>		<p>14</p> <p>Likelihood = 2 Impact = 7</p>	
<p>Risk Causes:</p> <ul style="list-style-type: none"> -Provider goes into liquidation or ceases operations -Provider unable to meet demand due to recruitment / workforce/ or organisational issues. 	<p>Existing Controls</p>				
<p>Risk Consequences:</p> <p>Citizens (many of whom are very vulnerable) may have services ended or reduced without much notice putting them at risk and causing distress</p> <p>Lack of suitable local provision may mean people moving away from community, support networks</p> <p>Lack of alternative provision should mean not meeting statutory duties under Care Act</p> <p>Pressures on ASC workforce (social work, contracts, brokerage commissioning etc) to review and find alternative provision in timely manner</p> <p>Financial pressures as demand may drive prices up</p> <p>Lack of suitable provision resulting people moving to inappropriate more costly provision (e.g. care home instead of home care)</p>	<p>Control</p> <ul style="list-style-type: none"> • Daily review of supply and sustainability issues and x3 week business continuity meetings across operations • Twice weekly Operational Business continuity meetings • Weekly ASC Business continuity meeting – DMT level • Weekly produced Sit Rep with information on Covid Outbreak Management, supply, demand, provider quality • Regular information received from D&B Credit ratings to help assess financial risk • Each major contract (Home Care, Care Homes, Community Support Services, ECH) has a multi-disciplinary Business Relations team which assess risks to those provisions and plan response whether QA or Commissioning • Provider Sustainability Panel is a forum where ASC can assess the financial issues facing individual provider and consider support options • Regular meetings with a) key Strategic Providers in the city b) all provider forums and regular dialogue with Care and Support West Care Association • Daily assessment of supply - via Brokerage team, Business relationship team and Contracts • Strategic Planning and information sharing with CCG, other LAs and other key stakeholders - Great integration across BNSSG and joint problem solving, sharing of information and resources. 	<p>Action Title</p> <p>Review of Provider Financial Sustainability process</p> <p>Proud to Care Programme</p> <p>Fair Cost of Care exercise</p>	<p>Due Date</p> <p>December 2022</p> <p>March 2023</p> <p>October 2022</p>	<p>Progress</p> <p>25%</p> <p>50%</p> <p>10%</p>	
<p>Risk Owner(s): Executive Director People, Director Adult Social Care.</p>	<p>Summary of Progress: Since March there has been care providers handing back contracts but in a planned way so whilst there has been service interruption has been mitigated. The council has received significant number of communications from providers outlining their financial difficulties particularly with significant recent energy cost rises on top of underlining difficulties.</p>				
<p>Portfolio Flag: Adult Social Care & Integrated Care System</p>					
<p>Strategic Theme: Our Organisation, Empowering others and Caring, Fair and Inclusive, Well connected, Wellbeing.</p>					

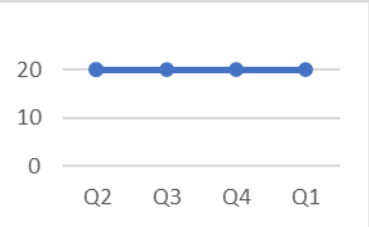
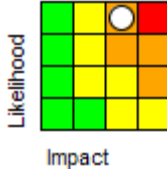
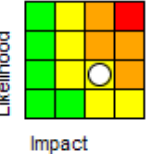
Appendix A – Corporate Risk Register as at June 2022

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level			
<p>Risk Title: CRR12 - Emergency planning measures and resources overwhelmed by scope and scale of an emergency or incident faced by the council</p> <p>Description: A Major Incident or emergency which exceeds the response capacity of the council and partner responding organisations leading to mass fatalities, excess deaths, damage to property and infrastructure and an ability to deliver key service to the community. In addition, further consequences could be litigation and reputational damage to the council.</p>	<p style="text-align: center;">Constant</p> 	<p style="font-size: 2em; font-weight: bold;">21</p> <p>Likelihood = 3 Impact = 7</p>		<p style="font-size: 2em; font-weight: bold;">5</p> <p>Likelihood = 1 Impact = 5</p>			
<p>Risk Causes:</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>Risk Consequences: Increased risk of:</p> <ul style="list-style-type: none"> - Disruption of public services - Disruption of transport networks - Death/injury - Displacement of people 	Existing Controls		Mitigating Actions				
	Control		Action Title	Due Date	Progress		
	1.24/7 Operations Centre provides effective monitoring for the city and a coordinator role in response and recovery.		1.Emergency training – rest centres, humanitarian assistance and training for Marshals currently running			April 2022	70%
	2.Corporate Resilience Group, overseeing mitigations of contingencies risks identified on the National Security Risk Assessment and delivery of Category 1 Responder duties		2.Plan and Deliver Corporate exercise			October 2022	50%
	3.Active participation in the Avon and Somerset Local Resilience Forum and close working with multi-agency partners, including training and exercising		3.Development and sign off of Strategic Crisis Management Plan			May 2022	90%
	4.Emergency Plans		4.Development and roll out of the Emergency Planning e-learning package			October 2022	40%
	5.Duty Director rota in place		5.Community Resilience Mapping development			May 2022	100%
	6.Duty Civil Protection Officer and other duty rotas in place (Highways, Dangerous Structures, Public Health, Social Care, etc)		6.Supporting the review of the ASLRF work programme and Operational Model			May 2022	80%
	7.BCC emergency plan training and exercising in place		7.Continued support to the Covid response, particularly around testing and vaccinations			June 2022	95%
	8.Monitoring of severe weather events		8.Coordination of support for Afghan refugee hotels			May 2022	100%
9.Close working with Safety Advisory Group for Events							
Risk Owner(s): Executive Director Growth and Regeneration, Director Management of Place.		9.Horizon scanning for emerging risks, including Ukraine war (through CRG, BC Group and LRF)					

Appendix A – Corporate Risk Register as at June 2022

Portfolio Flag: City Economy, Finance & Performance	Summary of Progress: This risk refers to low likelihood / high impact events. Up until recently the likelihood score for this risk would have been lower. However, in the face of a global pandemic the ongoing climate crisis, war in the Ukraine and the associated impacts of these events we do not feel the likelihood can be reduced. The impact of such events will likely be critical with the likelihood increasing, there is an increasing risk of the Council is not able to respond effectively.																							
Strategic Theme: Our Organisation, Wellbeing	No material change for Q1 to the above. Service has presented to CLB on current position - 3rd May 2022																							
Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level																				
Risk Title: CRR7 – Cyber Security Description: The Council's risk level in regard to Cyber-security is higher than should be expected.	Constant 	<div style="text-align: center; background-color: #8B4513; color: white; padding: 10px;"> <h2 style="margin: 0;">20</h2> <p style="margin: 0;">Likelihood = 4 Impact = 5</p> </div>		<div style="text-align: center; background-color: #FFD700; color: black; padding: 10px;"> <h2 style="margin: 0;">10</h2> <p style="margin: 0;">Likelihood = 2 Impact = 5</p> </div>																				
Risk Causes: <ul style="list-style-type: none"> • Lack of investment in appropriate technologies. • Reliance on in-house expertise, and self-assessments (PSN). • Lack of formal approach to risk management (ISO27001). • Historic lack of focus. Risk Consequences: <ol style="list-style-type: none"> a. Information security incidents resulting in loss of personal data or breach of privacy / confidentiality. b. Safeguarding data breach impacting on safety of vulnerable child or adult. c. Risk of breaching the regulations and being subject to penalties/fines - Regulations Fines increasing from up to £500,000 to 10-20m Euros or 4% of global turnover, enforced by the Information Commissioners Office on behalf of the European Union. d. Increased litigation. e. Reputational damage. 	<div style="text-align: center; background-color: #FFDAB9; padding: 5px;">Existing Controls</div> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 50%; background-color: #FFDAB9;">Control</th> <th style="width: 50%;"></th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">1. Phishing attack exercises</td> <td></td> </tr> <tr> <td style="text-align: center;">2. Targeted Training of employees – developed by IG and ICT Teams</td> <td></td> </tr> <tr> <td style="text-align: center;">3. Technical controls</td> <td></td> </tr> <tr> <td style="text-align: center;">4. Security team training</td> <td></td> </tr> </tbody> </table>					Control		1. Phishing attack exercises		2. Targeted Training of employees – developed by IG and ICT Teams		3. Technical controls		4. Security team training		<div style="text-align: center; background-color: #FFDAB9; padding: 5px;">Mitigating Actions</div> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 50%; background-color: #FFDAB9;">Action Title</th> <th style="width: 10%; background-color: #FFDAB9;">Due Date</th> <th style="width: 40%; background-color: #FFDAB9;">Progress</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">1. Review and implement actions following audit by external partner</td> <td style="text-align: center;">July 2022</td> <td style="text-align: center;">25%</td> </tr> <tr> <td style="text-align: center;">2. Work with ICT colleagues continues and discussions around cementing roles and responsibilities is being undertaken</td> <td style="text-align: center;">July 2022</td> <td style="text-align: center;">10%</td> </tr> <tr> <td style="text-align: center;">3. Implement audit actions with oversight by IG Board</td> <td style="text-align: center;">June 2022</td> <td style="text-align: center;">0%</td> </tr> </tbody> </table>	Action Title	Due Date	Progress	1. Review and implement actions following audit by external partner	July 2022	25%	2. Work with ICT colleagues continues and discussions around cementing roles and responsibilities is being undertaken	July 2022
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Risk Owner(s): Chief Executive, Senior Information Risk Owner (SIRO).																								

Appendix A – Corporate Risk Register as at June 2022

<p>Portfolio Flag: City Economy, Finance & Performance</p>	<p>Summary of Progress: Ever present risk, the impact still remains significant posing a major threat to the Council - specifically at this time with recent incidents at neighbouring local authorities, and heightened threat due to the situation in Ukraine (guidance from NCSC) No change to the score at this time, will be reviewed again next quarter with potential to move due to work undertaken, providing external threat landscape has stabilised Significant work is ongoing, including external assurance being conducted, however there are key elements required before this risk can be reduced In reviewing the risk, satisfied that the threshold for a Critical Impact is not met, therefore risk score remains unchanged.</p>				
<p>Strategic Theme: Our Organisation</p>					
<p>Threat Risk</p>	<p>Trend</p>	<p>Current Risk Assessment</p>	<p>Risk Tolerance Level</p>		
<p>Risk Title: CRR25 – Suitability of Line of Business (LOB) Systems</p>	<p>Constant</p> 	<p>20 Likelihood = 4 Impact = 5</p>		<p>10 Likelihood = 2 Impact = 5</p>	
<p>Description: The Council has reliance on legacy software systems which cause a number of risks due to; 1. Supportability from internal IT resource 2. The supportability of the hardware utilised 3. Lack of alignment to strategy and therefore a blocker to Digital Transformation 4. Within an appropriate support contract 5. Legacy data used for current work (GDPR) 6. Lack of Information (Cyber) Security controls 7. High cost where alternative core Council solutions exist</p>	<p>Existing Controls</p>		<p>Mitigating Actions</p>		
<p>Risk Causes: Sovereignty within service areas, and a lack of motivation to change. Cost of transition. Lack of knowledge of which systems are problematic and the impacts of these. Lack of understanding of impact. Lack of ownership from Information Asset Owners. Lack of documentation pertaining to software systems and ownership of strategy. Cost avoidance of replacing systems. This is seen as an IT problem, not one for the software system owners.</p>	<p>Control</p>		<p>Action Title</p>	<p>Due Date</p>	<p>Progress</p>
<p>Risk Consequences: Lack of resilience and continuity in event of an incident/failure High-cost applications without appropriate support. Inability to improve service delivery through digital transformation. May feed into Information (Cyber) Security risks.</p>	<p>1. Auditing of all councils Line of Business (LOB systems)</p>		<p>1.Undertake comprehensive review of all software systems and identify potential risks (as per threat risk description). Place all risks into an Operational Risk format. Risks will be scored and any known mitigation noted. This will be presented to CLB for further review and to agree action plan.</p>	<p>December 2022</p>	<p>100%</p>
<p>Risk Owner(s): Director, Digital Transformation, Senior</p>	<p>2. IT Services highlight risks and shortcomings with systems (in an informal manner) to Heads of Service and Senior Leadership</p> <p>3. Work with Information Governance perpetuate a Cyber Security or Information Management risk are identified and service areas understand the risks to their services.</p>				

Appendix A – Corporate Risk Register as at June 2022

Information Risk Owner (SIRO) for Cyber Security. Service Areas for BCP/DR.							
Portfolio Flag: City Economy, Finance & Performance		Summary of Progress: Sub-risks of the individual applications that make up this overarching risk are continuing to be added by the Risk team and each of those need mitigating individually.					
Strategic Theme: Our Organisation		A list of the application sub-risks has been shared with Agilysys and will be shared with the Digital Strategic Partner to help formulate an application roadmap.					
Threat Risk		Trend	Current Risk Assessment		Risk Tolerance Level		
Risk Title: CRR37 - Homelessness		<p>Constant</p>	<p>20</p> <p>Likelihood = 4 Impact = 5</p>		<p>6</p> <p>Likelihood = 2 Impact = 3</p>		
Description: The risk that homelessness and the subsequent cost of providing suitable affordable accommodation to meet needs and achieve effective long-term outcomes increases.							
Risk Causes:		Existing Controls		Mitigating Actions			
<ul style="list-style-type: none"> -The ending of the eviction ban -Unemployment and cost of living rising leading to an increase in evictions. -A recent sharp increase in the number of households partly or wholly reliant on welfare benefits [UC claimant households in Bristol have risen from 17,000 in number in April 2020 to 38,000+ in Feb. 2022]. For most welfare benefits recipients, particularly those living in the private rented sector, housing and essential household costs are not met by their benefits entitlements'. -Impact of the pandemic leading to an increase in mental health issues, family relationship breakdown and domestic violence & abuse. -Supply of affordable rented housing reducing -Increasing popularity of Bristol as a city to move to, and associated increased pressure on demand and cost of private rented accommodation 		Control		Action Title		Due Date	Progress
		<ul style="list-style-type: none"> • Joint commissioning of services • Effective Commissioning • Effective cost - New supplier contracts - successfully introduced new block contracts for some Temporary Accommodation, reducing the cost of TA to the Council. Planning to bring more block contracts on-line this financial year 		Changing Futures Programme		March 2024	5%
				Introduce longer term block contracts for Temporary Accommodation that will reduce the net unit cost of TA to BCC		July 2022	50%
				Homelessness prevention - review client access - Review how the service and the wider homelessness sector works with clients to identify opportunities for more early intervention and prevention of homelessness		Ongoing	Ongoing
				Cost Effective Accommodation - Initiated a project with the aim of reducing the net unit cost of Temporary Accommodation. Opportunities being explored and prioritised.		Ongoing	Ongoing
Risk Consequences: Increase in homelessness and the number of households in Temporary Accommodation. Expenditure on Temporary Accommodation does not return to pre-pandemic levels and could continue to increase.				Homelessness prevention - increase access to private rented - Review our approach to working with the Private rented sector and produce spend to save proposals which will increase access to accommodation and reduce TA use		Ongoing	Ongoing

Appendix A – Corporate Risk Register as at June 2022

Risk Owner(s): Executive Director Growth and Regeneration, Director Housing	Increase the supply of move on accommodation - RSAP round 5 bid deadline 13th April 2022	March 2024	5%
Portfolio Flag: Housing Delivery and Homes	Summary of Progress: The number of households presenting to Bristol City Council as homeless is continuing to increase as are the number of households being placed in Temporary Accommodation. We had 1162 households in temporary accommodation by end Feb 22, which has increased to 1215 by April 22. There are a number of initiatives with the aim of reducing homelessness, Temporary Accommodation use and the cost of Temporary Accommodation. However, we will not feel the full benefit of all of these within the current financial year. Therefore, there is likely to be a significant financial pressure for 22/23. Following on from approval at cabinet on 14/12/21, we have made good progress in implementing new block contracts for TA and have high confidence in meeting the savings target of £725k due in 22/23, with our current estimate of savings giving us headroom of £153k above the target.		
Strategic Theme: Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing.			

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
Risk Title: CRR41 – Capital Portfolio Delivery Description: Risk that the Capital portfolio is not delivered on time, within budget and does not deliver One City Plan and Corporate Strategy objectives.	Constant 	20 Likelihood = 4 Impact = 5		7 Likelihood = 1 Impact = 7	
Risk Causes: 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	Existing Controls		Mitigating Actions		
	Control		Action Title	Due Date	Progress
	Introduction of enhanced highlight and exception reporting at the G&R Board - Change Services PMO have regular Highlight reports submitted to G&R Board from key and/or large capital programmes and projects. This is now ongoing		Deliver workshops on the review and refresh of the capital programme and review of Capital receipting/disposal.	31 August 2022	0%
	Internal/External comms factored in into all resource requests to reduce reputational risks		Collaboration with Sustainable City and Climate Change Service to develop a Bristol Capital Sustainability Standard	Ongoing	Ongoing
	Additional headroom in MTFP assumptions to manage inflationary and supply chain issues		Developing of a new comprehensive delivery framework, lifecycle and standard operating procedure Spring 21 that overlaid with existing BCC governance and Decision Pathway.	Ongoing	Ongoing
Risk Consequences: The cost is higher than expected The capital portfolio is delivered later than planned The operating and maintenance cost of		Design and Implement a Capital PMO Function	Ongoing	Ongoing	
		Commissioned capital strategic partner	February 2021	100%	

Appendix A – Corporate Risk Register as at June 2022

<p>assets exceeds expectations Benefits not delivered resulting in failure to deliver outcomes to secure strategic objectives</p>		
<p>Risk Owner(s): Executive Director Growth and Regeneration.</p>		
<p>Portfolio Flag: Mayoral Portfolio and City Economy, Finance & Performance</p>	<p>Summary of Progress: In this note the key areas of risk with high impact scores are set out and discuss management plans / mitigation strategies and why they are scored a such:</p> <p>Communities / Social Impact The capital portfolio contains works that if delayed could have a severe but manageable negative impact on vulnerable groups/individuals (school places, affordable homes, transport infrastructure etc). Management responses to risk areas below will help manage the impact on this.</p> <p>Environmental Impact The capital portfolio is a high waste creator and polluter. It also offers significant opportunity to construct and install tech and infrastructure essential to meeting strategic aims and reducing its negative impact on the environment in the delivery phase.</p> <p>Delivering sustainable projects within policy is now more prevalent but there is significant opportunity to improve. Capital Projects Service is collaborating with Sustainable City and Climate Change Service to develop a Bristol Capital Sustainability Standard. This will set out a strategic plan for environmental sustainability across the whole of Bristol City Council’s capital portfolio. It contains objectives for the portfolio as a whole and guidance to help project delivery staff understand the relevance to their projects. It will provide a set of metrics to track the sustainability performance of the capital portfolio. It will provide advice on what individual projects should report on to feed into these metrics. It will provide an approach to addressing sustainability across the lifecycle of a capital project.</p> <p>This is being piloted currently in Capital Strategic Partnership commissions.</p> <p>I feel we should also consider adding the capital portfolio as a strategic opportunity to support attainment of strategic environmental goals. Public realm, building asset operation, energy creation & distribution, sustainable transport, ways of working, modern methods of construction can all make significant contributions if embedded consistently in the portfolio with good structures, process and management.</p> <p>Financial Impact is 5 as the capital portfolio is currently operating within its 'assumptions'. In short there is sufficient capital to meets its liability. Inflation and the impact on labour and material due to geopolitical factors will place significant strain on budgets and will likely require use of portfolio contingency and may require headroom to be created to protect the ability to meet contractual obligations and high-level aspirations.</p> <p>An iteration of this was completed in Dec 21 to create additional headroom in the MTFP to manage this kind of issue.</p> <p>Programme & Project Management Impact The capital programme was rated as 'Limited' when internally audited in 2021. Head of Capital Projects developed a new comprehensive delivery framework, lifecycle and standard operating procedure Spring 21 that overlaid with existing BCC governance and Decision Pathway. This was internally audited at the same time and was given a 'Reasonable' assurance level with the steps to make it Substantial being to roll it out for all capital projects, not just Strategic Partner commissions. This is now an Audit management action allocated to the Head of Capital Projects.</p> <p>All Strategic Partner commissions are using the framework and SOS's. City Transport are adopting as part of the organisational refresh with 5 projects trialling already. Housing Delivery are currently considering pilot schemes for the framework as well.</p> <p>The need for a Portfolio Management Office set up has been recognised by the organisation to coordinate the portfolio's programmes and sub projects. This will allow far greater level 2 assurance, understanding interconnected risks and issues and the application of the framework across the majority of the portfolio. This will improve reporting, decision making, control and risk management. Capital Projects is working with Change Services to design and implement this capital PMO function.</p> <p>Resource has been a continual issue in delivery of capital programmes and projects. In Feb 21 the Capital Strategic Partner was commissioned. This has enabled quick call off for professional services required for capital delivery. The take up of the Partnership by officers has been greater than initially anticipated. This indicates that key projects and programmes are benefiting from this resource particularly in PM and Programme Management.</p> <p>Reputation Impact External and internal comms are being factored into all resource requests (mandate, OBC, FBC). There is significant risk capital delivery (Bristol Beacon as an example).</p> <p>The Council’s reputation in the market is also very important. The construction market is volatile and unpredictable at the moment. The Council needs to be considered a</p>	

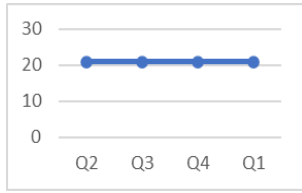
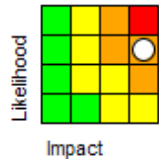

Appendix A – Corporate Risk Register as at June 2022

client of choice that suppliers want to work with or there is a significant risk that tender responses will be limited with poor value for money implications. Behaviours of commissioners and how the Council communicates its aspiration and values is key to manage this.

Likelihood The likelihood has been against the scoring criteria and believe there is some justification in considering reducing to a Likely level due to the management actions we have in place and the steps we have taken to address PM and Programme Management deficiencies and resource issues. However, it is recommended we keep at Almost Certain for review in 6 months' time. We will have had more time to assess the impact of the strategies/actions and have evidence in tangible outputs (completed projects & programmes) that will evidence the reduction rather than the improvement being only anticipated


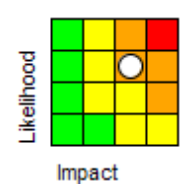

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level											
<p>Risk Title: CRR43 - Lack of progress for Mass Transit Impact on city</p> <p>Description: Failure of regional authorities to agree way forward for development of a Mass Transit system. No sign up to results of feasibility study.</p>	<p>Constant</p> <table border="1"> <caption>Line Graph Data</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q2</td> <td>15</td> </tr> <tr> <td>Q3</td> <td>20</td> </tr> <tr> <td>Q4</td> <td>20</td> </tr> <tr> <td>Q1</td> <td>20</td> </tr> </tbody> </table>	Quarter	Value	Q2	15	Q3	20	Q4	20	Q1	20	<p>20</p> <p>Likelihood = 4 Impact = 5</p>	<p>Likelihood</p> <p>Impact</p>	<p>10</p> <p>Likelihood = 2 Impact = 5</p>	<p>Likelihood</p> <p>Impact</p>
Quarter	Value														
Q2	15														
Q3	20														
Q4	20														
Q1	20														
<p>Risk Causes:</p> <ol style="list-style-type: none"> Resourcing Business Case development Lack of political consensus Viability of Business Case Lack of DfT support 	<p>Existing Controls</p> <table border="1"> <thead> <tr> <th>Control</th> </tr> </thead> <tbody> <tr> <td>Mass Transit Directors Board</td> </tr> <tr> <td>Regular internal briefings</td> </tr> </tbody> </table>	Control	Mass Transit Directors Board	Regular internal briefings	<p>Mitigating Actions</p> <table border="1"> <thead> <tr> <th>Action Title</th> <th>Due Date</th> <th>Progress</th> </tr> </thead> <tbody> <tr> <td> </td> <td> </td> <td> </td> </tr> </tbody> </table>			Action Title	Due Date	Progress					
Control															
Mass Transit Directors Board															
Regular internal briefings															
Action Title	Due Date	Progress													
<p>Risk Consequences:</p> <ul style="list-style-type: none"> -Reputational impact. -Long term congestion and air pollution increase. -Regional productivity reduced. -Threat to investment across the city. 															
<p>Risk Owner(s): Executive Director Growth and Regeneration, Director Economy of Place.</p>															
<p>Portfolio Flag: Public Health and Communities</p>	<p>Summary of Progress: Risk still very high of failure to progress this project. Consultation has been proposed for some time but not been agreed or taken forward by the combined authority. This has now delayed the whole project. The SOBC is now due to report October 22 meaning the previous September committee date will not be met and the project will be aiming to go to committee in early 23. it is highly likely that this date will be missed as there is significant risk that agreement will not be reached in a timely fashion on the content of the report.</p>														
<p>Strategic Theme: Our Organisation, Wellbeing.</p>															

Appendix A – Corporate Risk Register as at June 2022

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p>Risk Title: CRR13 - Financial Framework and Medium-Term Financial Plan (MTFP)</p> <p>Description: Failure to be able to reasonably estimate and agree the financial 'envelope' available, both annually and in the medium-term and the council is unable to set a balanced budget.</p>	<p style="text-align: center;">Constant</p> 	<p style="font-size: 24pt; margin: 0;">21</p> <p style="margin: 0;">Likelihood = 3 Impact = 7</p>		<p style="font-size: 24pt; margin: 0;">6</p> <p style="margin: 0;">Likelihood = 2 Impact = 3</p>	
<p>Risk Causes: Failure to achieve Business Rates income- appeals/general economic growth/loss of major sites Economic uncertainty impact on locally generated revenues - business rates and housing growth, impacting on council tax, new homes bonus and business rate income. The general economic uncertainty affecting the financial markets, levels of trade & investment Local Government finance settlement from spending review Continued Impact of Covid-19 on key income sources. Inadequate budgeting & budgetary control/Financial Settlements & wider fiscal policy changes:- The potential for new funding formulas such as fair funding, business rates retention to significantly reduce the government funding available to the council alongside possible increase in demand for council services. Embedding of the new national funding formula for schools and High Needs. Political failure to facilitate the setting of a lawful budget. Unable to agree a deliverable programme of propositions that enable the required savings to be achieved. Insufficient reserves to mitigate risks and liabilities and provide resilience. Rising inflation could lead to increased cost. Impact of Adult Social Care reform and sufficient funding available to meet increased cost</p> <p>Risk Consequences: Potential failure to set a legal budget and council tax by the due date, would have a significant adverse impact on the council's ability to provides services and the council's reputation locally and nationally in terms of investor confidence. That the budget is unlikely to reflect council priorities and objectives. That the budget may not adequately resource pressures and increases in demand. That the budget includes savings which are not deliverable.</p>	Existing Controls		Mitigating Actions		
	Control		Action Title	Due Date	Progress
	Budget Preparation, Setting and Budget Accountability Framework		Implementation of CIPFA Financial Management Code	June 2022	20%
	Medium Term Financial Plan – Twice yearly update including sensitivity and scenario based financial modelling on all assumptions including inflation and demand growth		Review of financial outlook assumptions	June 2022	50%
		Undertake annual financial resilience assessment - Links to CIPFA Action	June 2022	0%	

Appendix A – Corporate Risk Register as at June 2022

<p>That the council reserves are used for mitigating the medium-term financial plan; running down reserves, avoiding decision and reducing the Council's resilience. Negative impact on front line services. A negative opinion from external audit. Secretary of State intervention.</p>	
<p>Risk Owner(s): Chief Executive and Director of Finance (S151 Officer).</p> <hr/> <p>Portfolio Flag: City Economy, Finance & Performance</p> <hr/> <p>Strategic Theme: Our Organisation</p>	<p>Continued uncertainty over funding and impact of inflation, Adult Social Care reform leave significant risk regarding medium term impact of public sector finances.</p>

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level		
<p>Risk Title: CRR10 - Safeguarding Adults at Risk with Care and Support Needs</p> <hr/> <p>Description: The council fails to ensure adequate safeguarding measures are in place for adults at risk.</p>	<p>Improving</p> 	<p>15 Likelihood = 3 Impact = 5</p>		<p>7 Likelihood = 1 Impact = 7</p>		
<p>Risk Causes: Adequacy of controls. Management and operational practices. Demand for services exceeds capacity and capability. Poor information sharing. Lack of capacity or resources to deliver safe practice. Reduction in or lack of supply of commissioned care. Failure to commission safe care for adults at risk. Failure to meet the requirements of the 'Prevent Duty' placed on Local Authorities. Increased destitution in families, impacting on mental ill health, managing increased infection within the population. (COVID19) Increased isolation. (COVID19) Increase identification of self-neglect and complexity. Carer strain / resilience. (COVID19)</p>	Existing Controls		Mitigating Actions			
	Control		Action Title	Due Date	Progress	
	<ul style="list-style-type: none"> Annual report shared with Elected Members to allow for scrutiny of progress of the Keep Bristol Safe Partnership (KBSP). Training for all key staff in the essentials of safeguarding. Twice weekly business continuity meeting around supply of commissioned care and active management of waiting list. Improved Data through PowerBI – capturing safeguarding concerns feeding into monthly management operational meetings Safeguarding Discussion Forum – multi-agency held monthly – sharing information on high risk/complex cases 		<ul style="list-style-type: none"> Development and delivery of Safeguarding Hub as a priority for the partnership. Review of Safeguarding Pathways and creation of Standard Operating Procedures and Performance Clinics. Internal Audit Actions – feeding into existing controls Developing a Risk Enablement Tool Develop Self-neglect pathway – providing training, tools to better escalate cases of neglect 	<ul style="list-style-type: none"> December 2022 December 2022 March 2022 August 2022 August 2022 	<ul style="list-style-type: none"> 80% 100% 95% 50% 60% 	
<p>Risk Consequences: Financial damage Legal liability Death/Injury Reputational damage</p>						

Appendix A – Corporate Risk Register as at June 2022

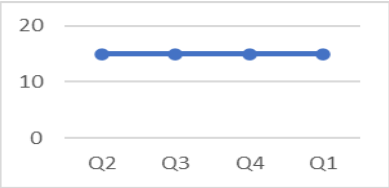
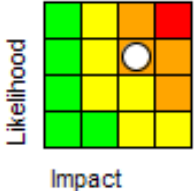
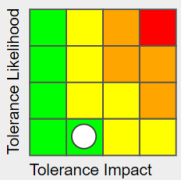
Risk Owner(s): Executive Director People, Director Adult Social Care.	
Portfolio Flag: Adult Social Care & Integrated Care System	Summary of Progress: Significant progress made – as such risk rating has reduced.
Strategic Theme: Strategy Theme: Our Organisation, Empowering others and Caring, Fair and Inclusive, Well connected, Wellbeing.	Launched Standard Operating procedures - releasing new forms and webinars around the new standard operating procedures. Launched guidance on capture of safeguarding concern, launched guidance on protection planning meetings, releasing the webinars of self-neglect, filmed webinar on domestic abuse and focused inter-familial harm. Launched management operational meeting which utilises improved performance data allowing for better management and oversight of caseloads.

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
Risk Title: CRR27 – Failure to Deliver the Capital Transport Programme Description: 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.	Constant 	15 Likelihood = 3 Impact = 5		6 Likelihood = 2 Impact = 3	
Risk Causes: - Overspend on individual schemes leading to uncontainable cost pressures - Underspend on annual profile - Lack of coordination and programme management across divisions - COVID - 19 - Loss of resource and inability to recruit	Existing Controls				
Risk Consequences: - Financial impact - Failure to progress schemes or delays to schemes impact on productivity of city and aims to reduce congestion, air pollution and inequality - Reputation Impact	Control	Action Title	Due Date	Progress	
	6 Monthly reviews with directors	Develop proposals for management of capital programme (working with Transport Planning Team)	31/05/2022	80%	
	PMO Capital Programme Process Review	Strategic partner to complete assessment of capital delivery	31/05/2022	80%	
	Regular briefings and reporting to senior management and cabinet members.				
	Biweekly capital programme review board - reviewing timescales and status of the relevant projects.				

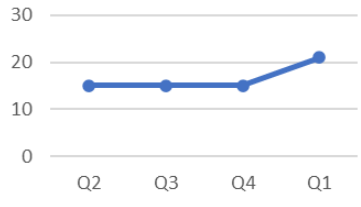
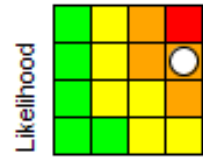
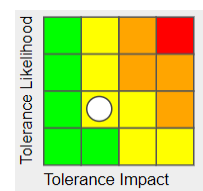
Appendix A – Corporate Risk Register as at June 2022

Risk Owner(s): Executive Director Growth and Regeneration, Director Economy of Place.					
Portfolio Flag: Public Health and Communities	Summary of Progress: Risk reviewed recently with risk management team. No change to rating, risk still high due to lack of resource. PMO review work paused while final state design agreed as part of common activities work. Recruitment currently on hold awaiting understanding/agreement of future setup. Programme Manager procured to assist with Strategic Corridors Programme.				
Strategic Theme: Our Organisation, Wellbeing					
Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
Risk Title: CRR5 - Business Continuity and Operational Resilience	<p>Constant</p>	<p>15</p> <p>Likelihood = 3 Impact = 5</p>		<p>5</p> <p>Likelihood = 1 Impact = 5</p>	
Description: 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.					
Risk Causes: <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. 	Existing Controls		Mitigating Actions		
	Control		Action Title	Due Date	Progress
	A number of Policies, procedures and arrangements are in place including duty rotas for key service areas and the Duty Director rota.		1. Align BC Planning with Service Delivery Planning	May 2022	100%
	Corporate Business Continuity Framework, including BC escalation process - Framework to be presented at CRG on 11th July 2022.		2. Review Corporate Business Continuity Framework Doc	Ongoing	80%
	Corporate Business Continuity Group, bringing owners of 'cross cutting business support services' together (IT, FM, Procurement, HR) to horizon scan and risk manage - BC Group has met several times since March 2022 - Formalise reporting arrangements and governance required.		3. Review Service-level Business Continuity Plan template	Ongoing	70%
	Corporate Resilience Group overseeing, corporate preparedness, including BC capability - CRG hosted power outage exercise on 22nd March, allowing key services to test business continuity arrangements. Learning from this exercise will shape a corporate power outage plan. The CRG will seek assurances from key service areas regarding the robustness of continuity arrangements against local risk.		4. Lead IT Resilience / Business Continuity project, including developing battle boxes, an IT Resilience Plan, understanding DR arrangements across BCC delivered IT services and SAAS, improving service-level BC plans for managing IT outages, testing arrangements	December 2022	50%
	Service Level Business Continuity Planning - Services will be developing their BC plans in Q3, aligned to service planning.		5. Workshops to support services to complete BC templates	Ongoing	40%
			6. Embed CRG and BC Group into corporate governance framework, including alignment with corporate risk group	Ongoing	25%
		7. IT Disaster Recovery / Business Continuity project – understanding critical IT requirements, understanding disaster recovery capacity, improving IT outage planning at corporate and service levels, increasing resilience to IT outages, power failures and other risks - FBC for the project is being developed and will be presented to Resources EDM on 11th July 2022.	December 2022	25%	
Risk Consequences: <ul style="list-style-type: none"> -Inability to deliver/support front line services. -Service Disruption. -Loss of service. -Transportation disruption. -Additional demand on services. -Stress. -Potential risk to staff and public safety. -Increased financial cost in terms of damage control and 					

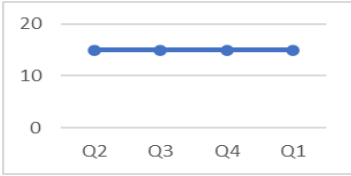
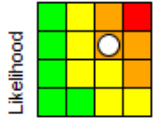
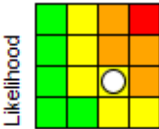
Appendix A – Corporate Risk Register as at June 2022

<p>insurance costs. -Legal compliance and financial penalty. -Reputational damage.</p>					
<p>Risk Owner(s): Executive Director Growth and Regeneration Chief Executive, Director Management of Place.</p>	<p>Summary of Progress: No material change to overall scoring. However, see update detail in 'internal controls'.</p>				
<p>Portfolio Flag: City Economy, Finance & Performance</p>					
<p>Strategic Theme: Our Organisation, Wellbeing.</p>					
Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p>Risk Title: CRR18 - Failure to deliver enough homes to meet the City's needs</p> <p>Description: 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>Constant</p> 	<p>15 Likelihood = 3 Impact = 5</p>		<p>3 Likelihood = 1 Impact = 3</p>	
<p>Risk Causes:</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. 	<p>Existing Controls</p>		<p>Mitigating Actions</p>		
<p>Risk Consequences:</p> <ul style="list-style-type: none"> -Reputational damage - Fail to deliver inclusive growth - Increased housing need / homelessness -Increased cost of housing -Failure to retain economically active residents. -Widening gap on demand -Growth of student accommodation retracting 	<p>Control</p>		<p>Action Title</p>	<p>Due Date</p>	<p>Progress</p>
	<p>1.Created a single multi-disciplinary Housing Delivery Team</p>		<p>Secure Homes England Affordable Housing Programme Funding</p>	<p>April 2022</p>	<p>10%</p>
	<p>2.Established a Local Housing Company (Goram Homes).</p>		<p>Revised Affordable Housing Funding Policy 2022-202</p>	<p>April 2022</p>	<p>100%</p>
	<p>3.Introduced the Affordable Housing Practice Note.</p>				
	<p>4.Issued grants to Registered Providers (RPs).</p>				
	<p>5.Manage a targeted grant funding programme to subsidise the delivery of affordable homes.</p>				
	<p>6.Required a minimum of 30% affordable housing on land released by the Council.</p>				
	<p>7.Secured additional grant funding for infrastructure.</p>				
	<p>8.Secured funding from Homes England</p>				
	<p>9.Service Review of Housing Delivery Team</p>				

Appendix A – Corporate Risk Register as at June 2022

	10. Worked collaboratively with Homes England				
Risk Owner(s): Executive Director Growth and Regeneration, Director Development of Place.	11. Strategic City Planning monitor housing completions and future pipeline of consents				
Portfolio Flag: Housing Delivery and Homes	<p>Summary of Progress: Site de-risking of BCC land for residential development by Goram Homes and third-party providers continues. HRA 30 Yr Business Plan identifying future programme of new council house building in the city Project 1000 approved Strategic discussions with Homes England to improve access to infrastructure funding to unlock sites and Regeneration areas Continued work with WECA around allocation of infrastructure to unlock key sites Closer working internally between Housing Delivery Team, Development Management, Strategic City Design and Regeneration to support strategic residential delivery in the City Work at the strategic planning policy development level continues to deliver the WofECA SDS and BCC Local Plan During 2020/21 a Housing Delivery Action Plan (HDAP) was published; this sets out the Council’s planning policy response to failing to pass the Housing Delivery Test. A further iteration of the HDAP will be prepared shortly.</p>				
Strategic Theme: Fair and Inclusive					
Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p>Risk Title: CRR15 – In-Year Financial Deficit</p> <p>Description: The council’s financial position goes into significant deficit in the current year resulting in reserves (actual or projected) being less than the minimum specified by the council’s reserves policy.</p>	<p>Deteriorating</p> 	<p>21</p> <p>Likelihood = 3 Impact = 7</p>	 <p>Likelihood</p> <p>Impact</p>	<p>6</p> <p>Likelihood = 2 Impact = 3</p>	 <p>Tolerance Likelihood</p> <p>Tolerance Impact</p>
<p>Risk Causes:</p> <p>A failure to appropriately plan and deliver savings. Unscheduled loss of material income streams. Increase in demography, demand and costs for key council services. The inability to generate the minimum anticipated level of capital receipts. Insufficient reserves to facilitate short term mitigations, risks and liabilities. Interest rate volatility impacting on the council’s debt costs. Impairments in our commercial Investments are realised. Response to inadequate SEND inspection in 2019, Increased demand for EHCPs, Lack of specialist provision in Bristol, increased compliance to statutory requirements in relation to SEND.</p>	Existing Controls		Mitigating Actions		
	Control		Action Title	Due Date	Progress
	1. BCC Financial Framework		1. DSG - Analysis for Further Mitigations	August 2022	0%
	2. Deep Dives on non-containable pressure areas		2. DSG - Phase 2 Programmes	April 2022	75%
	3. Ensuring engagement at local, regional and national level		3. DSG - Proposal for Phase 3 Educations Transformation Programme	August 2022	0%
Risk Consequences:	4. Policy and Budget Framework				

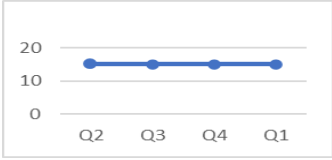
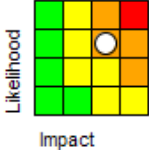

Appendix A – Corporate Risk Register as at June 2022

<p>The council’s financial position goes into significant deficit in the current year resulting in reserves (actual or projected) being less than the minimum specified by the council’s reserves policy.</p>	<p>5. Re-assessment of service delivery risks and opportunities and risk and other reserves.</p>				
	<p>6. FIN01 Savings Management</p>				
	<p>7. DSG - Detailed Management Plan Based on DfE Framework</p>				
<p>Risk Owner(s): Director of Finance (S151 Officer).</p>	<p>8. DSG - Early Years Block Task and Finish Group</p>				
<p>Portfolio Flag: Finance, Governance and Performance</p>	<p>Summary of Progress: Latest budget monitoring shows significant risk of overspend and at present mitigations and actions aren't in place to mitigate. Plans will be developed to address this which will seek to reduce this risk next quarter.</p>				
<p>Strategic Theme: City Economy, Finance & Performance</p>					
Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p>Risk Title: CRR4 – Failure to Deliver an effective Corporate Health, Safety and Wellbeing Framework</p>	<p>Constant</p> 	<p>15 Likelihood = 3 Impact = 5</p>	 <p>Likelihood Impact</p>	<p>10 Likelihood = 2 Impact = 5</p>	 <p>Likelihood Impact</p>
<p>Description: To deliver an effective management framework in place to ensure that the workplace and work environment is free from health and safety hazards. The framework the Council will use to achieve this is based on the Health and Safety Executives guidance Managing for Health and Safety (HSG65) 'Plan, Do Check Act' approach. The framework will apply to all employees who work at the Council whether on a permanent or temporary basis, Schools, contractors agency staff visitors and other parties who have a business relationship with BCC.</p>					
<p>Risk Causes: If services do not have sufficient staff numbers to carry out work plans in a safe way. If services are not able to order appropriate equipment required for staff safety. Lack of appropriate equipment. Lack of appropriate training. Lack of oversight and control by local management. Lack of information on the potential or known risks. Inadequate contract management arrangements. Lack of effective processes and systems consistently being applied Policies are not kept up to date.</p>	Existing Controls		Mitigating Actions		
	Control		Action Title	Due Date	Progress
	<p>1. 5 Year Health and Safety Strategy - The strategy has 5 key themes - Leadership and Commitment, Risk Control, Communication and Engagement. Learning and development and Performance Management</p>		<p>1.Audit of key areas of risk</p>	<p>March 2022</p>	<p>100%</p>
	<p>2. CDM, Legionella and Asbestos procedures have been revised</p>		<p>2.New Accident Incident Reporting System</p>	<p>March 2022</p>	<p>100%</p>
<p>3. CHaSMs Monitoring System Reviewed - CHaSMs completed in November and reported on to EDMs in January. Action plans in place and on the SHAREPOINT. Discussion with internal audit over the future of CHaSMs. Will become a yearly assessment September for Corporate Estate and October for Schools, will be linked to service and financial planning cycles to better embed the process. Work will continue on ensuring SMART</p>		<p>3.Review Health and Safety Procedures</p>	<p>March 2023</p>	<p>20%</p>	

Appendix A – Corporate Risk Register as at June 2022

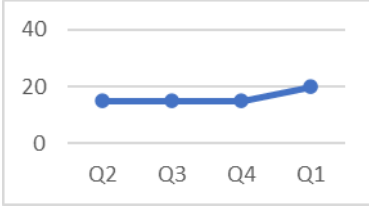
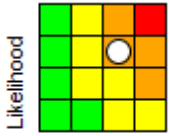
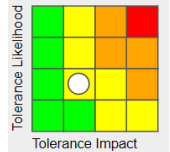


	action plans and better understanding of operational health and safety risks.			
<p>Risk Consequences: Risk of injury Staff, visitors, contractors, citizens. Risk of injury to our tenants. Staff put under undue pressure leading to staff taking sick leave, or leaving the organisation. Risk of legal action/penalties against the Council and individual managers, including possibility of Corporate Manslaughter. Impact on the reputation of the City Council. Lack of compliance with Health and Safety policies and safe practices, due to pressures of work or lack of training. Reputational damage</p>	4. Fire Safety Management System - Fire Safety Management System is in place and has been piloted. Is ready to be published on SOURCE by 30th March 2022. Once published a number of information sessions will take place to ensure managers and key responsible people understand how to implement system.	4.Training and Development Programme for Health, Safety and Well-being	December 2022	10%
	5. Health and Wellbeing plan in place and being implemented			
	6. New integrated OH, EAP and Physiotherapy contract - New contract in place for a year. Overall is working well there are some red spots (health surveillance) which is currently being contract managed due to delivery.			
	7. Reorganising the Corporate Health Safety and Wellbeing Team - New job and paper work completed with business plan and EIA. Currently out for consultation with staff group and TU. Consultation end on 21st March 2022. Jobs will go to evaluation panel on Tuesday 29th , appointment to internal post during April onwards.			
<p>Risk Owner(s): Chief Executive and Corporate Leadership Board (CLB), Director of Workforce Change.</p>				
<p>Portfolio Flag: City Economy, Finance & Performance Strategic Theme: Our Organisation</p>	<p>Summary of Progress: No change to existing scores but the risk itself has been redefined to reflect the current health and safety risk at a strategic level.</p>			

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p>Risk Title: CRR6 Fraud and Corruption</p> <p>Description: Failure to prevent or detect acts of significant fraud or corruption against the council from either internal or external sources.</p>	<p>Constant</p> 	<p>15</p> <p>Likelihood = 3 Impact = 5</p>		<p>6</p> <p>Likelihood = 2 Impact = 3</p>	
<p>Risk Causes: Heightened levels of fraud, including cyber fraud, as criminals attempt to exploit the COVID-19 pandemic and current cost of living increases Relaxation of controls in current emergency environment (Covid 19) as payments and support are being dispersed quickly in line with government requirement. Failure of management to implement a sound system of internal control and/or to demonstrate commitment to it at all times.</p>	Existing Controls				
	Control		Action Title	Due Date	Progress
	<p>1. A dedicated Counter Fraud and Investigation team - BCC has a dedicated Counter Fraud and Investigation team with varied skills (investigation, accountancy, audit and data analysis skills).</p>		<p>1. Fraud Risk Assessments</p>	<p>December 2022</p>	0%
	<p>2. Audits - Internal Audit reviews will sometimes include an assessment of fraud controls. In addition, the Counter Fraud team undertake 'Fraud Prevention reviews or Fraudits'.</p>		<p>2. Improve Whistleblowing process</p>	<p>June 2022</p>	60%

Appendix A – Corporate Risk Register as at June 2022

<p>Not keeping up to date with developments, in new areas of fraud. Insufficient risk assessment of new emerging fraud issues. Lack of clear management control of responsibility, authorities and / or delegation Lack of resources to undertake the depth of work required to minimise the risks of fraud /avoidance. This potential cause is highlighted at this time given the potential impact of the current pandemic situation and with staff redeployed to support the emergency response. Under investment in fraud prevention and detection technology and resource.</p>	<p>3. Continued use of analytic and additional resources to perform payment checks. Pre-payment checking of Covid support grants continue, including bank account validation, Company House checks, duplicate claim checks and IP address checks.</p>	<p>3. NFI Fraud Hub Implementation</p>	<p>October 2022</p>	<p>30%</p>
<p>Risk Consequences: Losses to fraud under emergency measures is inevitable. Potential increase in financial losses due to increase in scams. Failure to prevent or detect acts of significant fraud or corruption could result in financial loss for the Council. Reputational damage could be suffered if fraud occurs.</p>	<p>4. National Fraud Initiative (NFI) fraud hub App - The NFI/Cabinet Office Fraud Hub is in use, with a limited number of datasets uploaded. In addition, Appcheck has been rolled out to Housing Options team.</p>	<p>4.Review National Fraud Initiative Data Matching</p>	<p>March 2023</p>	<p>50%</p>
	<p>5. On-going improvement plan for Whistle-blowing - Whistle-blowing arrangements have been informally assessed against Protect - benchmarking assessment tool. An improvement plan has been developed and is being implemented.</p>	<p>5.Establish a long term more technologically advanced fraud hub</p>	<p>October 2022</p>	<p>35%</p>
	<p>6. Participation in anti-fraud exercises - BCC takes part in the biennial Cabinet Office National Fraud Initiative exercise, the annual Council Tax Single Persons discount exercise and have been involved in pilot exercises of data matching with HMRC/Covid grants. In addition BCC Counter Fraud team undertake a planned programme of data analytic work.</p>			
	<p>7. Planned programme of proactive fraud detection and prevention work - BCC Counter Fraud team develop an annual programme of planned work based on known and increasing fraud risks.</p>			
<p>Risk Owner(s): Chief Executive and Director of Finance (S151 Officer).</p>	<p>8. Whistleblowing procedure - New internal procedure developed. HR advisor assigned to each Whistle-blow.</p>			
<p>Portfolio Flag: City Economy, Finance & Performance</p>	<p>Summary of Progress: Fraud is an inherent high risk and the score remains the same. The level of fraud is likely to increase due to the economic crisis and geopolitical environment currently prevailing in the country. A number of key mitigating actions such as the full implementation of the NFI fraud hub and increased use of enhanced analytic tools are progressing well. Once these key actions are fully implemented the risk score will likely reduce to the tolerance level.</p>			
<p>Strategic Theme: Our Organisation</p>				

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p>Risk Title: CRR40 – Unplanned Investment in Subsidiary Companies</p> <p>Description: BCC’S investments in subsidiaries may require greater than anticipated capital investment.</p>	<p>Deteriorating</p> 	<p style="text-align: center;">20</p> <p style="text-align: center;">Likelihood = 4 Impact = 5</p>		<p style="text-align: center;">6</p> <p style="text-align: center;">Likelihood = 2 Impact = 3</p>	
<p>Risk Causes: Failure to have effective corporate governance arrangements in place in one or more of the companies. Failure to ensure the right leadership with the right skills across the Companies. Business Failure due to severe economic downturn caused by external factors (incl. Pandemic & Brexit).</p>	Existing Controls				
	Control		Action Title	Due Date	Progress
	<ol style="list-style-type: none"> Audit and Risk Committee Board Effectiveness Reviews to be annual workforce planning Continued monitoring of the impact of External issues 		<ol style="list-style-type: none"> Align Risk Management Arrangements Between BCC/BHL 	September 2022	10%

Appendix A – Corporate Risk Register as at June 2022

<p>Service delivery failure as a result of specific market changes (e.g., recycle market, housing market, volatility in gas and electric market prices, delays in timing of income from customer heat network connections), failure to secure planning etc. Delivery of BE2020 wind up within financial envelope. Legislation changes. Cyber Security - risk that key systems are compromised and that sensitive data is stolen Failure to develop and grow commercial trading activities</p>	<p>such as COVID</p> <ol style="list-style-type: none"> Effective engagement with BHL re reserved matter decisions and wider engagement with BCC Client teams to review performance, quality and set clear KPIs Shareholding Group Weekly progress review provided and regular review of assumptions, cash flow and risks 			
<p>Risk Consequences: - Financial Loss - Reputational damage to the council - Impact to service provision provided by subsidiary companies</p>		<p>2.BCC Capital Strategy limits BCC exposure to loans</p>	<p>December 2021</p>	<p>100%</p>
<p>Risk Owner(s): Chief Executive and S151 Officer.</p>		<p>3.Business Plan for Bristol Heat Network</p>	<p>March 2022</p>	<p>50%</p>
		<p>4.Business Plan for Holding Companies 23/24</p>	<p>March 2023</p>	<p>0%</p>
		<p>5.Business Plan for Holdings Companies</p>	<p>March 2022</p>	<p>100%</p>
		<p>6. Capital Programme</p>	<p>March 2022</p>	<p>100%</p>
<p>Portfolio Flag: City Economy, Finance & Performance</p>	<p>Summary of Progress: The likelihood has increased for Q1 22/23. The procurement status of each of the Shareholder companies (whether BGPL, Teckal, non BGGPL) has a bearing on the extent to which those companies have recourse to BCC and, therefore, the extent of BCC's potential investment liability. Shareholder Group met May 2022 to consider potential revisions to the Shareholder companies' governance arrangements. These options have also been considered at other associated meetings. The revisions take in to account feedback from recent Navigo audit and risk review. Any consequent change in structure should aim to maintain/improve operational efficiency and value for money. The Tolerance Likelihood/Impact assessment has been reviewed. It is assessed that tolerance likelihood continues to be low.</p>			

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p>Risk Title: CRR23 - Adult and Social Care (ASC) Transformation Programme 2020/21-2021/22</p>	<p>Constant</p>	<p>15 Likelihood = 3 Impact = 5</p>		<p>5 Likelihood = 1 Impact = 5</p>	
<p>Description: Failure to deliver the required outcomes and savings from the new 2020/21 ASC Transformation Programme</p>					
<p>Risk Causes: Wider factors impacting on demand: Rapid increased demand and complexity due to COVID-19. Increase of needs due to more health services being delivered in the community without appropriate funding following the patient. Increased complex needs across our demographics that must be met under the Care Act Wider factors impacting on supply:</p>	<p>Existing Controls</p>		<p>Mitigating Actions</p>		
	<p>Control</p>		<p>Action Title</p>	<p>Due Date</p>	<p>Progress</p>
	<p>Change Agent roles created to champion change</p>		<p>Additional priorities workstreams for revised programme</p>	<p>January 2023</p>	<p>0%</p>
	<p>Improving Business Intelligence - ASC PowerBI accelerators developed</p>		<p>Future Service Priorities Developed</p>	<p>July 2023</p>	<p>0%</p>
	<p>Inhouse services reviewed by Mutual Ventures</p>		<p>Key Workstreams for Revised Programme</p>	<p>December 2022</p>	<p>0%</p>

Appendix A – Corporate Risk Register as at June 2022

<p>Financial pressures on an already vulnerable provider market during sustained changes forced on provider during COVID-19. Time to commission and embed alternative Tier 3 services as another option to traditional care homes, such as Extra Care Housing, supported Living, shared lives Time to commission and develop genuine step up/ step down alternatives to Tier 3 long term care (Home first, VCSE, reablement for all). Ability to joint fund this supply using the BCF with NHS (National Health Service) partners working in an Integrated Care System model. Ability to prioritise the programme under one city plans and to have the corporate support and investment needed alongside ASC staff to deliver on the proposed solutions</p>	<p>Transformation Programme Board established - New transformation programme board to be chaired by Executive Director of People. Each work-stream will have a Senior Responsible Officer (SRO) to ensure ownership of progress. This will be at Deputy Director (DD) and Head of Service (HoS) level.</p>	<p>Various actions taken to address budget pressures</p>	<p>December 2022</p>	<p>100%</p>
<p>Risk Consequences: Agreed programme outcomes are not met and citizens are not supported with the right care and support which maximises independence. Programme savings are not delivered causing Adult Social Care to overspend on agreed budget. Programme has gone into exception and now considering more radical savings options under the corporate 5% savings plan</p>	<p>Procure Care Cubed to improve pricing control of providers</p> <p>Realignment of operations</p> <p>Interim Actions to Address Budget Pressures</p>			
<p>Risk Owner(s): Director Adult Social Care</p>				
<p>Portfolio Flag: Adult Social Care & Integrated Care System</p>	<p>Summary of Progress: The Transformation programme has continued with delivery of in-house service redesign, strength-based practice, developing a knowledge function, and also market testing to secure a Learning Disability and Autism strategic partner. This is alongside a number of service-led transformation projects. In recognition of the scale of the financial challenges facing the service, the need to develop a more preventative and personalised model of care, and the scale of change within the Social Care White Papers, the transformation programme is being re-set for 2022/23 onwards. An interim Director of ASC Transformation has been appointed for 12 months, and a revised mandate and resourcing plan is being developed. This is alongside the continued delivery of the existing programme, as well as additional savings-focused projects.</p>			
<p>Strategic Theme: Our Organisation, Empowering others and Caring, Fair and Inclusive, Well connected, Wellbeing.</p>				

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p>Risk Title: CRR29 - Information Security Management System (ISMS)</p> <p>Description: There is a risk that if the council does not have an Information Security Management System then it will not be able to effectively manage Information Security risks.</p>	<p>Improving</p>	<p>10</p> <p>Likelihood = 2 Impact = 5</p>		<p>5</p> <p>Likelihood = 1 Impact = 5</p>	
<p>Risk Causes: Ineffective Information Security Management System, inadequate resources to create and maintain an ISMS, management buy in and support to operate an ISMS.</p>	Existing Controls		Mitigating Actions		
	Control		Action Title	Due Date	Progress
	1. MetaCompliance tool online to track compliance/engagement of policies		1. Continue roll out of Policies with oversight from ICGB Information Governance Tool	July 2022	25%

Appendix A – Corporate Risk Register as at June 2022

	2. Guidance and awareness campaigns supported by regular phishing campaigns.	2. Implementing external audit actions with oversight provided by IG Board	TBC	TBC	
<p>Risk Consequences: Information security incidents resulting in loss of personal data or breach of privacy / confidentiality. Safeguarding data breach impacting on safety of vulnerable child or adult. Risk of breaching the regulations, and being subject to penalties/fines - Regulations Fines increasing from up to £500,000 to 10-20m Euros of 4% of global turnover. Increased litigation. Reputational damage.</p> <p>Risk Owner(s): Senior Information Risk Owner (SIRO).</p>					
<p>Portfolio Flag: City Economy, Finance & Performance</p> <p>Strategic Theme: Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing</p>	<p>Summary of Progress: Final policy work on the ISMS, has lead to likelihood decrease.</p> <p>Policies continue to be rolled out, and MetaCompliance tool online to track compliance/engagement of policies, however further engagement with comms needed. Tool has been demonstrated to both comms and policy colleagues.</p> <p>Targeted engagement and awareness due to begin next quarter to embed new policies and identify potential gaps</p>				
Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p>Risk Title: CRR26 – ICT Resilience</p> <p>Description: The Councils ability to deliver critical and key services in the event of ICT outages, and be able to recover in the event of system and/or data loss.</p>	<p>Constant</p>	<p>14 Likelihood = 2 Impact = 7</p>		<p>10 Likelihood = 2 Impact = 5</p>	
<p>Risk Causes: Poor Business Continuity (BCP) planning and understanding of key system architecture. Untested Disaster Recovery (DR) arrangements including data recovery. Untested network reconfiguration to alleviate key location outage.</p>	Existing Controls		Mitigating Actions		
	Control		Action Title	Due Date	Progress
	1. Connection to BCC systems protections		1. Application/system risk log	September 2021	100%
2. Highlight to service areas vulnerable applications		2. IT Resilience and BCP Phase 2	January 2023	0%	

Appendix A – Corporate Risk Register as at June 2022

<p>Untested recovery schedules in terms of order and instructions. Lack of resilience available for legacy systems (single points of failure - people and technology). Services undertaking their own IT arrangements outside of the corporate approach.</p>	<p>3. Moved critical systems to the cloud with more effective DR.</p>	<p>3. IT Resilience and Business Continuity Project Phase 1</p>	<p>March 2022</p>	<p>100%</p>
<p>Risk Consequences: Inability to deliver services</p>	<p>4. Resilience workshops for most critical systems</p>	<p>4. Project to move Shared Drives to Cloud</p>	<p>August 2022</p>	<p>50%</p>
	<p>5. Supplier run order in the event of multiple system outage</p>	<p>5. Removal of legacy hardware from estate</p>	<p>August 2024</p>	<p>50%</p>
	<p>6. Weekly testing of individual systems restore</p>			
<p>Risk Owner(s): Chief Executive, Director, Digital Transformation, Service Area Leads.</p>				
<p>Portfolio Flag: City Economy, Finance & Performance</p>	<p>Summary of Progress: Work has continued to scope Business Continuity / Disaster Recovery project, including deeper exploration of interdependencies with Digital Transformation Programme and other major IT projects, including recommissioning of major systems in Housing.</p>			
<p>Strategic Theme: Our Organisation</p>	<p>Focus on resilience within new Digital Strategy 22-27, which is recommended for Cabinet approval 7 June 2022. Major mitigations contained within DTP and Housing system replacement, but both subject to Cabinet approval and with 2+ year implementation periods.</p>			

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p>Risk Title: CRR36 - Risk to delivering required improvements from Ofsted/CQC SEND Inspection</p>	<p>Constant</p>	<p>10 Likelihood = 2 Impact = 5</p>	<p>5 Likelihood = 1 Impact = 5</p>		
<p>Description: Delivery of the recovery plan with agreed priorities and actions and clear milestones forming the Written Statement of Action (WSOA) following the SEND local area OFSTED inspection in October 2019.</p>					
<p>Risk Causes: Covid-19 delaying ability to complete actions and creating increased pressure across the locality partnership.</p>	Existing Controls		Mitigating Actions		
	Control		Action Title	Due Date	Progress

Appendix A – Corporate Risk Register as at June 2022

<p>Increasing demands for services outweighing current capacity to clear the backlog on statutory assessments. Judicial Review or similar legal actions causing attention to be diverted from BAU. Unprecedented national and local demand for Statutory assessment. Recruitment and retention including national shortage of Educational Psychologists.</p>	Committed to further follow up monitoring visits, beyond the life of the WSoA, with DfE and NHS advisers	Develop next iteration of SEND action plan	December 2022	0%
	Focus on early identification and intervention	Develop separate accelerated action plan	April 2022	100%
	Ongoing governance and monitoring activity including Scrutiny.	Developing a service user engagement and co-production framework	June 2022	0%
	SEND Improvement Board Established	Phase 1 SEND Improvement	July 2021	100%
<p>Risk Consequences: The OFSTED reinspection resulting in requirement for accelerated improvement plan Worsening of parental confidence in Bristol’s SEND system and associated reputational damage / increased potential litigation / Judicial Reviews</p>		Quality Assurance Activity	July 2021	100%
		Re-structured and re-focused the work of the statutory SEND team and invested in key areas	June 2022	100%
		All EHCP systems and processes reviewed and remodelled	August 2022	100%
<p>Risk Owner(s): Director Adult and Social Care, Service Director Education and Skills</p>				
<p>Portfolio Flag: Children’s Services, Education & Equalities</p>	<p>Summary of Progress: The SEND Improvement work continues beyond the end date (July 2021) of the Written Statement of Action, along with continued monitoring visits from the DfE and NHS England. Work is underway on the SEND Partnership Plan, which is being developed through a co-produced model with key stakeholders. The window for an Ofsted re-visit has been open since early Spring. However, this has not prevented a continued focus on systemic improvement.</p>			
<p>Strategic Theme: Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing</p>				

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p>Risk Title: CRR45 - Failure to deliver statutory duty in respect of the safeguarding of children</p>	<p>Constant</p>	<p>9 Likelihood = 3 Impact = 3</p>		<p>6 Likelihood = 2 Impact = 3</p>	
<p>Description: Failure to deliver statutory duty in respect of the safeguarding of children resulting in harm or death to a child or other unmitigated risk to the local authority</p>					
<p>Risk Causes: Staffing failure: recruitment and retention</p>	<p>Existing Controls</p>		<p>Mitigating Actions</p>		
	<p>Control</p>		<p>Action Title</p>	<p>Due Date</p>	<p>Progress</p>

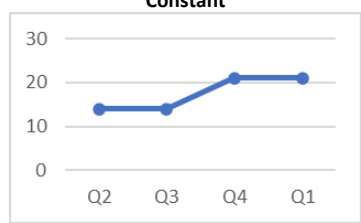
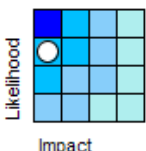
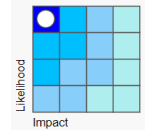
Appendix A – Corporate Risk Register as at June 2022

<p>COVID failure: business continuity plans fail due to higher infection/isolation</p> <p>Management failure: failure to oversee and respond in a timely way to child protection concerns, leaving children at risk</p>	1. Benchmarking salaries with regional levels	Commissioned independent peer review of the statutory safeguarding arrangements to ensure that the council's statutory officers are executing their responsibilities and undertaking due diligence in a legal and appropriate way.	May 2022	70%
	2. Investing in training and development	Revising recruitment and retention strategy	May 2022	100%
	3. Over-recruiting where required			
	4. Reviewing system pressures and taking action on a weekly basis			
<p>Risk Consequences:</p> <p>harm or death of a child</p> <p>inspection failure and regulatory action</p> <p>litigation and reputational damage</p> <p>other unpredicted costs to the LA</p>	5. Systemic unit model and integrated locality arrangements			
	6. Skilled and stable workforce with low use of agency workers			
	7. Strong multiagency children's safeguarding partnership under Keeping Bristol Safe arrangements			
	8. Scrutiny of statutory safeguarding partners			
<p>Risk Owner(s): Executive Director People, Director Children's and Families Services.</p>				
<p>Portfolio Flag: Children's Services, Education & Equalities</p>	<p>Summary of Progress: We are:</p> <p>Revising the recruitment and retention strategy in response to evidence of turnover and vacancies in areas of particular pressure (front door, experienced social workers and frontline managers).</p> <p>Benchmarking salaries with regional levels.</p> <p>Over-recruiting where required.</p> <p>Investing in training and development.</p> <p>Proposed business case to increase apprenticeships.</p> <p>Reviewing system pressures and taking action on a weekly basis.</p>			
<p>Strategic Theme: Our Organisation, Empowering and Caring, Wellbeing.</p>				

Opportunity Risks

Opportunity Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p>Risk Title: OPP1 - One City Approach</p> <p>Description: The One City Approach will offer a new way to plan strategically with partners as part of a wider city system.</p>	<p>Constant</p>	<p>21</p> <p>Likelihood = 3 Impact = 7</p>		<p>28</p> <p>Likelihood = 4 Impact = 7</p>	

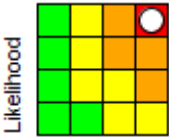
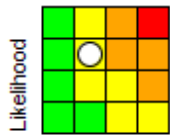
Appendix A – Corporate Risk Register as at June 2022

<p>Risk Causes: 1. Mayoral aspiration and widespread partner sign-up to principles</p> <p>2. Work to date has produced outline plan and engaged partners in the long-term vision and necessary work to complete the plan</p> <p>Risk Consequences:</p> <p>1. The council can plan as part of a wider city system, making stronger plans based on agreed city priorities which already have partner buy-in 2. Potential to make financial and efficiency savings and/ or deliver better services and/or reduced demand for service, reducing costs whilst improving citizen outcomes. Update April 2020: 3. Relationships already built can accelerate communication, collaboration and effective delivery of a coherent plan for the city's recovery from Covid-19</p> <p>Risk Owner(s): Director Policy, Strategy and Partnerships.</p>	Existing Controls		Mitigating Actions												
	Control		Action Title	Due Date	Progress										
	1. V3 One City Plan Produced		1. One City Digital Board	June 2022	0%										
			2. One City Plan refresh process	July 2022	0%										
			3. Set up Partnership Board	October 2022	0%										
		4. City Office Team Mandate	June 2022	0%											
<p>Portfolio Flag: City Economy, Finance & Performance</p> <p>Strategic Theme: Our Organisation</p>	<p>Summary of Progress: One City continues to be an opportunity for the local authority through the One City Approach to partnership working. Arising opportunities includes taking a One City Approach to the cost of living crisis, the food equality strategy and the second Voluntary Local Review of the SDGs for which Bristol is viewed as a world leader in our tracking and embedding of the SDGs in our activity. The change of governance to BCC could present a challenge for One City (as this has been a mayoral led initiative until recently) however it is hoped that the City Office team will be able to engage with the future committees structure to support the new governance committees in the delivery of their priorities.</p>														
Opportunity Risk	Trend	Current Risk Assessment		Risk Tolerance Level											
<p>Risk Title: OPP2 Corporate Strategy</p> <p>Description: The approved Corporate Strategy presents an opportunity to fundamentally refresh and strengthen our business planning, leadership and performance frameworks.</p>	<p>Constant</p>  <table border="1"> <caption>Line Graph Data</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q2</td> <td>15</td> </tr> <tr> <td>Q3</td> <td>15</td> </tr> <tr> <td>Q4</td> <td>20</td> </tr> <tr> <td>Q1</td> <td>20</td> </tr> </tbody> </table>	Quarter	Value	Q2	15	Q3	15	Q4	20	Q1	20	<p>21</p> <p>Likelihood = 3 Impact = 7</p>	 <p>Likelihood</p> <p>Impact</p>	<p>28</p> <p>Likelihood = 4 Impact = 7</p>	 <p>Likelihood</p> <p>Impact</p>
Quarter	Value														
Q2	15														
Q3	15														
Q4	20														
Q1	20														
<p>Risk Causes: Approved Corporate Strategy provides</p>	Existing Controls		Mitigating Actions												

Appendix A – Corporate Risk Register as at June 2022

the foundation and direction for the organisation.	Control		Action Title	Due Date	Progress
	1. Business Plan 2022/2023		1. Take annual Business Plan and Performance Framework 2022/23 to Cabinet for noting	April 2022	100%
	2. Corporate Strategy 2022-2027		2. Performance Management ‘Common Activity’ work and subsequent service redesign	December 2022	0%
	3. Performance Framework 2022/23		3. Roll-out of new Performance Framework and management tools, including performance clinics and enhanced reporting dashboards (Q1/2 2022/23)	September 2022	0%
Risk Consequences: 1. As our key strategic document, the approved Corporate Strategy provides direction and enables us to revisit other aspects of our business and ensure we have a strong approach to business planning. 2. Updated performance framework informing both corporate reporting and individual objectives - chance to make sure all colleagues are contributing to corporate priorities and are clear about how they do this.	4. Regular internal communication and engagement		4. Council-wide individual staff performance appraisals and objective setting for 2022/23 (April/May 2022)	May 2022	75%
	5. Annual service and business planning process				
	6. Staff annual reviews and objective setting				
Risk Owner(s): Director Policy, Strategy and Partnerships.					
Portfolio Flag: City Economy, Finance & Performance	Summary of Progress: Business Plan and Performance Framework approved by CLB and noted by Cabinet, helping maintain likelihood of completing actions/milestones.				
Strategic Theme: Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing					

External and Civil Contingency Risks

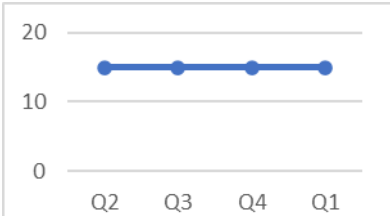
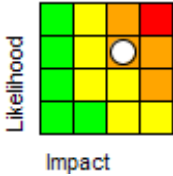
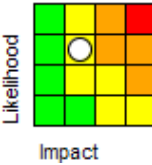
Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
Risk Title: BCCC5 - Cost of Living Crisis impact on Citizens and Communities Description: Failure of the council and its one-city partners to mitigate against, and provide adequate services to, citizens experiencing increases in living costs including fuel and food leading to increased poverty, inequity and worsening health & wellbeing as a result of the ongoing cost of living crisis.	NEW RISK	28		9	
		Likelihood = 4 Impact = 7	Likelihood Impact	Likelihood = 3 Impact = 3	Likelihood Impact

Appendix A – Corporate Risk Register as at June 2022

Risk Causes:	Existing Controls		Mitigating Actions												
	Control		Action Title	Due Date	Progress										
<p>-Supply chains disruption</p> <p>-Global COVID-19 Pandemic</p> <p>-Brexit</p> <p>-War in Ukraine</p> <p>-Leading to rapid inflation</p> <p>Risk Consequences:</p> <p>-Destitution - homelessness</p> <p>-Inability for citizens to pay general services and utilities</p> <p>-Increased debt for citizens and the council</p> <p>-Health and well-being deterioration</p> <p>-Inequity deepening</p> <p>-Increased demand on services across the council and community and voluntary sector partners leading to failure to meet this demand</p> <p>-Community cohesion deteriorates</p>	<p>1. Baseline / impact assessment to understand potential impact on Bristolians</p> <p>2. Creation of monitoring framework with 'red flag' indicators</p> <p>3. Development of civic & community asset map</p> <p>4. Development of framework for targeted action</p> <p>6. Established One Council Group to monitor impact and coordinate action (meeting appx every 3 weeks)</p> <p>7. Established One City Coordination Group</p>		<p>Update baseline assessment following gov announcement 26 May 22</p> <p>Work with Quartet to ensure COVID recovery /health inequity funding is directed to response and building community resilience</p> <p>Communication plan</p> <p>Establish network of community hubs and 'city offer' by September</p>	<p>July 2022</p> <p>July 2022</p> <p>July 2022</p> <p>September 2022</p>	<p>In Progress</p> <p>In Progress</p> <p>In Progress</p> <p>In Progress</p>										
<p>Risk Owner(s): Executive Director People, Director Communities & Public Health</p>															
<p>Portfolio Flag: Public Health and Communities</p>	<p>Summary of Progress: Impact assessment v2 is complete</p> <p>Developing interactive map and dashboard for monitoring</p> <p>One Council group established meeting every 2-3 weeks</p> <p>One City Group established meeting weekly (attended by all key sectors – advice, food, BCC Revs & Bens, energy etc</p> <p>BCC Communications lead prioritising website and 'preparing for winter' (working with partners).</p> <p>Developing staff briefing cascade across all sectors – we all know the top 5 things we can do/where we can get help to be delivered by start of summer holidays</p> <p>Summary document setting out our one city approach</p> <p>Working with City Funds and Bristol Funders Network to take a strategic approach to funding</p> <p>Work underway to establish 26 community hubs (following COVID model); join up/extend advice support to establish working model by September.</p> <p>Governance - Health and Wellbeing Board to take overview as part of One City approach</p>														
<p>Strategic Theme: Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing</p>															
External and Civil Contingency Risk	Trend	Current Risk Assessment		Risk Tolerance Level											
<p>Risk Title: BCCC4 – COVID-19 Population Health</p> <p>Description: Covid 19 poses multiple risks to population health. Directly from infection; indirectly through social and economic impacts; and through pressures on the health and care system. On 21ST Feb 2022 the Gov announced Living with Covid Strategy which includes withdrawal of population testing and contact tracing. Isolation and other compliance is voluntary. New risks are:</p> <ul style="list-style-type: none"> Reduced ability to see infection 	<p>Constant</p> <table border="1"> <caption>Line Graph Data</caption> <thead> <tr> <th>Quarter</th> <th>Risk Level</th> </tr> </thead> <tbody> <tr> <td>Q2</td> <td>15</td> </tr> <tr> <td>Q3</td> <td>15</td> </tr> <tr> <td>Q4</td> <td>15</td> </tr> <tr> <td>Q1</td> <td>15</td> </tr> </tbody> </table>	Quarter	Risk Level	Q2	15	Q3	15	Q4	15	Q1	15	<p>15</p> <p>Likelihood = 3 Impact = 5</p>	<p>Likelihood</p> <p>Impact</p>	<p>14</p> <p>Likelihood = 2 Impact = 7</p>	<p>Likelihood</p> <p>Impact</p>
Quarter	Risk Level														
Q2	15														
Q3	15														
Q4	15														
Q1	15														

Appendix A – Corporate Risk Register as at June 2022

<ul style="list-style-type: none"> Negative impacts on business continuity and health from high levels of circulating infection Harms to high-risk individuals and risks within high consequence settings Emergence of harmful new variant 					
<p>Risk Causes: Covid 19 poses multiple risks to population health. Directly from infection; indirectly through social and economic impacts; and through pressures on the health and care system. Removal of Covid controls reduces ability to contain infection.</p>	Existing Controls		Mitigating Actions		
	Control		Action Title	Due Date	Progress
	1. Daily Situation Reports – weekly from April 2022		There are 12 COVID Population Health Sub risks with multiple mitigating Actions		
	2. Investment in Infection Prevention and Control -				
	3. Local Outbreak Management and Response Plan – weekly outbreak management group				
	4. Ongoing Community Engagement and Mental Health Work				
	5. Priority Programmes focussed on Mental Health, Well-Being and Food Poverty				
6. Protecting Health Function					
7. Weekly Death Management and Vaccine Reports					
<p>Risk Consequences: Infection from Covid, proportion of severe illness, long Covid and deaths. Disruption to work, school, university. Emotional and mental health impacts, for all ages including loneliness. Food poverty.</p>					
<p>Risk Owner(s): Executive Directors & Director of Public Health</p>					
<p>Portfolio Flag: Mayoral Portfolio</p>	<p>Summary of Progress: There has been a significant upswing in infections for Q1, therefore, despite all national restrictions having been lifted, and general vaccination uptake in Bristol having been high, the risk remains at 3*5 = 15.</p>				
<p>Strategic Theme: Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing</p>					

External and Civil Contingency Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p>Risk Title: BCCC1 - Flooding</p>	<p>Constant</p> 	<p>15 Likelihood = 3 Impact = 5</p>		<p>9 Likelihood = 3 Impact = 3</p>	
<p>Description: 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>					

Appendix A – Corporate Risk Register as at June 2022

Risk Causes:	Existing Controls		Mitigating Actions		
	Control		Action Title	Due Date	Progress
<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 	Avon and Somerset Local Resilience Forum		Avonmouth Village Flood Scheme	June 2023	0%
	Engagement with external partners to develop flood response plans and procedures		Deliver Bristol Avon Flood Strategy	June 2023	25%
	Local Flood Risk Management Strategy		Deliver Local Flood Risk Management Actions	February 2023	25%
	Regular and Emergency Maintenance and Clearing of Gullies and Culverts		Expression of Interest to participate in the DEFRA Innovation and Resilience programme	June 2021	100%
			Strategic Outline Case for Managing River Avon Flood Risk	June 2021	100%
Risk Consequences: <ul style="list-style-type: none"> -Economic Impacts incl loss of Property -Loss of Life/injury -Reputational Damage 					
Risk Owner(s): Executive Director Growth and Regeneration, Director Economy of Place.					
Portfolio Flag: Climate, Ecology, Energy & Waste and Strategic Planning, Resilience and Flood Strategy	Summary of Progress: Risk reviewed recently with risk management team. No change to risk rating. River Avon study progressing but still some way to go.				
Strategic Theme: Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing.					

Risk Scoring Matrix

Appendix A – Corporate Risk Register as at June 2022

		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 Minor	3 Moderate	5 Major	7 Critical	7 Exceptional	5 Significant	3 Modest	1 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
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	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.