

Risk Scoring Matrix

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

Threat Level	Opportunity Level	Level of Risk	Actions Required
1-4	1-4	Low	May not need any further action / monitor at the Service level.
5-12	5-12	Medium	Action required, manage and monitor at the Directorate level.
14-21	14-21	High	Must be addressed - if Directorate level consider escalating to the Corporate Risk Report, if Corporate consider escalating to the Cabinet Lead.
28	28	Critical / Significant	Action required - escalate if a Directorate level risk, escalate to the Corporate Level, if Corporate bring to the attention of the Cabinet Lead to confirm action to be taken.



LIKELIHOOD AND IMPACT RISK RATING SCORING

Likelihood Guidance






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

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

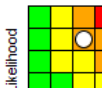

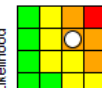

Impact Category	Impact Levels 1 to 7			
	1	3	5	7
Service provision	Very limited effect (positive or negative) on service provision. Impact can be managed within normal working arrangements.	Noticeable and significant effect (positive or negative) on service provision. Effect may require some additional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

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
CRR9 - Safeguarding Vulnerable Children	13	28 	 Likelihood Impact	21 	 Likelihood Impact	21 	 Likelihood Impact	21 	 Likelihood Impact
CRR39 - Adult and Social Care major provider/supplier failure	14	21 	 Likelihood Impact	21 	 Likelihood Impact	21 	 Likelihood Impact	21 	 Likelihood Impact
CRR10 - Safeguarding Adults at Risk with Care and support needs	23	21 	 Likelihood Impact	21 	 Likelihood Impact	21 	 Likelihood Impact	15 	 Likelihood Impact
CRR23 - Adult and Social Care (ASC) Transformation Programme 2020/21-2021/22	33	15 	 Likelihood Impact	15 	 Likelihood Impact	15 	 Likelihood Impact	15 	 Likelihood Impact
CRR36 - Risk to delivering required improvements from Ofsted/CQC SEND Inspection	36	10 	 Likelihood Impact	10 	 Likelihood Impact	10 	 Likelihood Impact	10 	 Likelihood Impact
CRR45 - Failure to deliver statutory duty in respect of the safeguarding of Children	37			9 NEW RISK	 Likelihood Impact	9 	 Likelihood Impact	9 	 Likelihood Impact




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	40							28 NEW RISK	 Likelihood Impact
BCCC4 - COVID-19 – Population Health	41			15 NEW RISK	 Likelihood Impact	15 	 Likelihood Impact	15 	 Likelihood Impact

Appendix A – Corporate Risk Register as at June 2022



Risk Trend Key

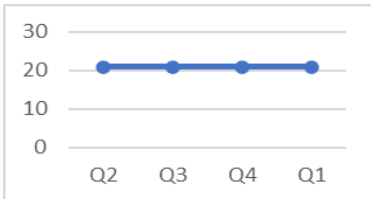
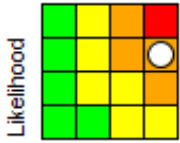
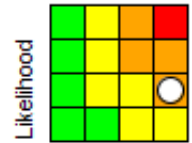
Arrow	Description
	The risk rating has improved from the previous quarter, having reduced in its severity.
	The risk rating has deteriorated from the previous quarter, having increased in its severity.
	The risk rating has not changed from the previous quarter.

Appendix A – Corporate Risk Register as at June 2022

Threat Risks

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 Likelihood = 3 Impact = 7</p>		<p>7 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>Mitigating Actions</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. 	<table border="1"> <thead> <tr> <th>Action Title</th> <th>Due Date</th> <th>Progress</th> </tr> </thead> <tbody> <tr> <td>Review of Provider Financial Sustainability process</td> <td>December 2022</td> <td>25%</td> </tr> <tr> <td>Proud to Care Programme</td> <td>March 2023</td> <td>50%</td> </tr> <tr> <td>Fair Cost of Care exercise</td> <td>October 2022</td> <td>10%</td> </tr> </tbody> </table>	Action Title	Due Date	Progress	Review of Provider Financial Sustainability process	December 2022	25%	Proud to Care Programme	March 2023	50%	Fair Cost of Care exercise	October 2022	10%
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<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>														

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Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level																
<p>Risk Title: CRR10 - Safeguarding Adults at Risk with Care and Support Needs</p> <p>Description: The council fails to ensure adequate safeguarding measures are in place for adults at risk.</p>	<p>Improving</p>	<p>15</p> <p>Likelihood = 3 Impact = 5</p>		<p>7</p> <p>Likelihood = 1 Impact = 7</p>																
<p>Risk Causes:</p> <p>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> <p>Risk Consequences:</p> <p>Financial damage Legal liability Death/Injury Reputational damage</p> <p>Risk Owner(s): Executive Director People, Director Adult Social Care.</p>	<p>Existing Controls</p> <p>Control</p> <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 					<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>Development and delivery of Safeguarding Hub as a priority for the partnership.</td> <td>December 2022</td> <td>80%</td> </tr> <tr> <td>Review of Safeguarding Pathways and creation of Standard Operating Procedures and Performance Clinics.</td> <td>December 2022</td> <td>100%</td> </tr> <tr> <td>Internal Audit Actions – feeding into existing controls</td> <td>March 2022</td> <td>95%</td> </tr> <tr> <td>Developing a Risk Enablement Tool</td> <td>August 2022</td> <td>50%</td> </tr> <tr> <td>Develop Self-neglect pathway – providing training, tools to better escalate cases of neglect</td> <td>August 2022</td> <td>60%</td> </tr> </tbody> </table>	Action Title	Due Date	Progress	Development and delivery of Safeguarding Hub as a priority for the partnership.	December 2022	80%	Review of Safeguarding Pathways and creation of Standard Operating Procedures and Performance Clinics.	December 2022	100%	Internal Audit Actions – feeding into existing controls	March 2022	95%	Developing a Risk Enablement Tool	August 2022
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<p>Portfolio Flag: Adult Social Care & Integrated Care System</p> <p>Strategic Theme: Strategy Theme: Our Organisation, Empowering others and Caring, Fair and Inclusive, Well connected, Wellbeing.</p>	<p>Summary of Progress: Significant progress made – as such risk rating has reduced.</p> <p>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.</p>																			



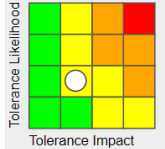
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Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p>Risk Title: CRR23 - Adult and Social Care (ASC) Transformation Programme 2020/21-2021/22</p> <p>Description: Failure to deliver the required outcomes and savings from the new 2020/21 ASC Transformation Programme</p>	<p>Constant</p>	<p>15</p> <p>Likelihood = 3 Impact = 5</p>		<p>5</p> <p>Likelihood = 1 Impact = 5</p>	
<p>Risk Causes:</p> <p>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</p> <p>Wider factors impacting on supply: 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>Existing Controls</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>
	<p>Transformation Programme Board established - New transformation programme board to be chaired by Executive Director of People. Each workstream 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>					

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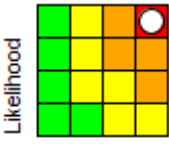
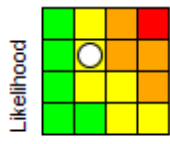
Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p>Risk Title: CRR36 - Risk to delivering required improvements from Ofsted/CQC SEND Inspection</p> <p>Description: Delivery of the recovery plan with agreed priorities and actions and clear milestones forming the Written Statement of Action (WSOA) following the SEND local area OFSTED inspection in October 2019.</p>	<p>Constant</p>	<p>10 Likelihood = 2 Impact = 5</p>		<p>5 Likelihood = 1 Impact = 5</p>	
<p>Risk Causes: Covid-19 delaying ability to complete actions and creating increased pressure across the locality partnership. 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> <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> <p>Risk Owner(s): Director Adult and Social Care, Service Director Education and Skills</p>	Existing Controls		Mitigating Actions		
	Control		Action Title	Due Date	Progress
	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%
			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>Portfolio Flag: Children’s Services, Education & Equalities</p> <p>Strategic Theme: Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing</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>				

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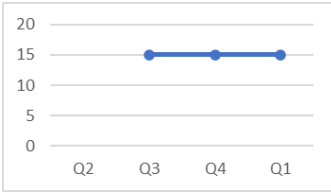


Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
Risk Title: CRR45 - Failure to deliver statutory duty in respect of the safeguarding of children	<p style="text-align: center;">Constant</p> 	<p style="font-size: 24pt;">9</p> Likelihood = 3 Impact = 3	 <p style="text-align: center;">Likelihood Impact</p>	<p style="font-size: 24pt;">6</p> Likelihood = 2 Impact = 3	 <p style="text-align: center;">Tolerance Likelihood Tolerance Impact</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					
Risk Causes: Staffing failure: recruitment and retention COVID failure: business continuity plans fail due to higher infection/isolation Management failure: failure to oversee and respond in a timely way to child protection concerns, leaving children at risk	Existing Controls		Mitigating Actions		
	Control		Action Title	Due Date	Progress
	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				
	5. Systemic unit model and integrated locality arrangements				
	6. Skilled and stable workforce with low use of agency workers				
Risk Consequences: harm or death of a child inspection failure and regulatory action litigation and reputational damage other unpredicted costs to the LA	7. Strong multiagency children's safeguarding partnership under Keeping Bristol Safe arrangements				
	8. Scrutiny of statutory safeguarding partners				
Risk Owner(s): Executive Director People, Director Children's and Families Services.					
Portfolio Flag: Children's Services, Education & Equalities	Summary of Progress: We are: 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). Benchmarking salaries with regional levels. Over-recruiting where required. Investing in training and development. Proposed business case to increase apprenticeships. Reviewing system pressures and taking action on a weekly basis.				
Strategic Theme: Our Organisation, Empowering and Caring, Wellbeing.					

Appendix A – Corporate Risk Register as at June 2022

External and Civil Contingency Risks

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p>Risk Title: BCCCS - Cost of Living Crisis impact on Citizens and Communities</p> <p>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.</p>	NEW RISK	<p style="text-align: center; font-size: 24pt;">28</p> <p>Likelihood = 4 Impact = 7</p>	 <p>Likelihood</p> <p>Impact</p>	<p style="text-align: center; font-size: 24pt;">9</p> <p>Likelihood = 3 Impact = 3</p>	 <p>Likelihood</p> <p>Impact</p>
<p>Risk Causes:</p> <ul style="list-style-type: none"> -Supply chains disruption -Global COVID-19 Pandemic -Brexit -War in Ukraine -Leading to rapid inflation <p>Risk Consequences:</p> <ul style="list-style-type: none"> -Destitution - homelessness -Inability for citizens to pay general services and utilities -Increased debt for citizens and the council -Health and well-being deterioration -Inequity deepening -Increased demand on services across the council and community and voluntary sector partners leading to failure to meet this demand -Community cohesion deteriorates 	Existing Controls				
<p>Risk Owner(s): Executive Director People, Director Communities & Public Health</p>	Control		Action Title	Due Date	Progress
	1. Baseline / impact assessment to understand potential impact on Bristolians		Update baseline assessment following gov announcement 26 May 22	July 2022	In Progress
	2. Creation of monitoring framework with 'red flag' indicators		Work with Quartet to ensure COVID recovery /health inequity funding is directed to response and building community resilience	July 2022	In Progress
	3. Development of civic & community asset map		Communication plan	July 2022	In Progress
	4. Development of framework for targeted action		Establish network of community hubs and 'city offer' by September	September 2022	In Progress
	6. Established One Council Group to monitor impact and coordinate action (meeting appx every 3 weeks)				
	7. Established One City Coordination Group				
<p>Portfolio Flag: Public Health and Communities</p>	<p>Summary of Progress: Impact assessment v2 is complete Developing interactive map and dashboard for monitoring One Council group established meeting every 2-3 weeks One City Group established meeting weekly (attended by all key sectors – advice, food, BCC Revs & Bens, energy etc BCC Communications lead prioritising website and 'preparing for winter' (working with partners). 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 Summary document setting out our one city approach Working with City Funds and Bristol Funders Network to take a strategic approach to funding Work underway to establish 26 community hubs (following COVID model); join up/extend advice support to establish working model by September. 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>					

Appendix A – Corporate Risk Register as at June 2022

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 • 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>Constant</p> 	<p style="text-align: center;">15</p> <p>Likelihood = 3 Impact = 5</p>	 <p style="text-align: center;">Likelihood</p> <p style="text-align: center;">Impact</p>	<p style="text-align: center;">14</p> <p>Likelihood = 2 Impact = 7</p>	 <p style="text-align: center;">Likelihood</p> <p style="text-align: center;">Impact</p>											
<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>	<p style="text-align: center;">Existing Controls</p> <table border="1" style="width: 100%;"> <thead> <tr> <th data-bbox="680 679 1039 711">Control</th> </tr> </thead> <tbody> <tr> <td data-bbox="680 711 1039 759">1. Daily Situation Reports – weekly from April 2022</td> </tr> <tr> <td data-bbox="680 759 1039 807">2. Investment in Infection Prevention and Control -</td> </tr> <tr> <td data-bbox="680 807 1039 855">3. Local Outbreak Management and Response Plan – weekly outbreak management group</td> </tr> <tr> <td data-bbox="680 855 1039 903">4. Ongoing Community Engagement and Mental Health Work</td> </tr> </tbody> </table>					Control	1. Daily Situation Reports – weekly from April 2022	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			<p style="text-align: center;">Mitigating Actions</p> <table border="1" style="width: 100%;"> <thead> <tr> <th data-bbox="1621 679 1783 711">Action Title</th> <th data-bbox="1783 679 1901 711">Due Date</th> <th data-bbox="1901 679 2141 711">Progress</th> </tr> </thead> <tbody> <tr> <td colspan="3" data-bbox="1621 711 2141 759">There are 12 COVID Population Health Sub risks with multiple mitigating Actions</td> </tr> </tbody> </table>	Action Title	Due Date	Progress
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There are 12 COVID Population Health Sub risks with multiple mitigating Actions																
<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>	<table border="1" style="width: 100%;"> <tbody> <tr> <td data-bbox="680 927 1039 975">5. Priority Programmes focussed on Mental Health, Well-Being and Food Poverty</td> </tr> <tr> <td data-bbox="680 975 1039 1023">6. Protecting Health Function</td> </tr> <tr> <td data-bbox="680 1023 1039 1062">7. Weekly Death Management and Vaccine Reports</td> </tr> </tbody> </table>	5. Priority Programmes focussed on Mental Health, Well-Being and Food Poverty	6. Protecting Health Function	7. Weekly Death Management and Vaccine Reports												
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<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>																