

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 Communities Risks 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
CRR37 - Homelessness	4	20 	 Likelihood Impact	20 	 Likelihood Impact	20 	 Likelihood Impact	20 	 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	5							28 NEW RISK	 Likelihood Impact

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.


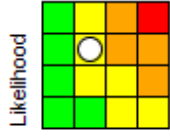
Appendix A – Corporate Risk Register Communities Risks as at June 2022

Threat Risks

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level																					
<p>Risk Title: CRR37 - Homelessness</p> <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.</p>	<p>Constant</p>	<p>20</p> <p>Likelihood = 4 Impact = 5</p>		<p>6</p> <p>Likelihood = 2 Impact = 3</p>																					
<p>Risk Causes:</p> <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 <p>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.</p> <p>Risk Owner(s): Executive Director Growth and Regeneration, Director Housing</p>	<p>Existing Controls</p> <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 					<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>Changing Futures Programme</td> <td>March 2024</td> <td>20%</td> </tr> <tr> <td>Introduce longer term block contracts for Temporary Accommodation that will reduce the net unit cost of TA to BCC</td> <td>July 2022</td> <td>80%</td> </tr> <tr> <td>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</td> <td>Ongoing</td> <td>Ongoing</td> </tr> <tr> <td>Cost Effective Accommodation - Initiated a project with the aim of reducing the net unit cost of Temporary Accommodation. Opportunities being explored and prioritised.</td> <td>Ongoing</td> <td>Ongoing</td> </tr> <tr> <td>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</td> <td>Ongoing</td> <td>Ongoing</td> </tr> <tr> <td>Increase the supply of move on accommodation - RSAP round 5 bid deadline 13th April 2022</td> <td>March 2024</td> <td>5%</td> </tr> </tbody> </table>			Action Title	Due Date	Progress	Changing Futures Programme	March 2024	20%	Introduce longer term block contracts for Temporary Accommodation that will reduce the net unit cost of TA to BCC	July 2022	80%	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	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
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<p>Portfolio Flag: Housing Delivery and Homes</p>	<p>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.</p> <p>We had 1162 households in temporary accommodation by end Feb 22, which has increased to 1215 by April 22.</p> <p>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.</p> <p>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.</p>																								
<p>Strategic Theme: Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing.</p>																									

Appendix A – Corporate Risk Register Communities Risks 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>28</p> <p>Likelihood = 4 Impact = 7</p>	 <p>Likelihood</p> <p>Impact</p>	<p>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 	<p>Existing Controls</p> <table border="1" style="width: 100%;"> <thead> <tr> <th>Control</th> <th>Mitigating Actions</th> </tr> </thead> <tbody> <tr> <td rowspan="7"> <ol style="list-style-type: none"> 1. Baseline / impact assessment to understand potential impact on Bristolians 2. Creation of monitoring framework with 'red flag' indicators 3. Development of civic & community asset map 4. Development of framework for targeted action 6. Established One Council Group to monitor impact and coordinate action (meeting appx every 3 weeks) 7. Established One City Coordination Group </td> <td> <table border="1" style="width: 100%;"> <thead> <tr> <th>Action Title</th> <th>Due Date</th> <th>Progress</th> </tr> </thead> <tbody> <tr> <td>Update baseline assessment following gov announcement 26 May 22</td> <td>July 2022</td> <td>100%</td> </tr> <tr> <td>Work with Quartet to ensure COVID recovery /health inequity funding is directed to response and building community resilience</td> <td>July 2022</td> <td>100%</td> </tr> <tr> <td>Communication plan</td> <td>July 2022</td> <td>100%</td> </tr> <tr> <td>Establish network of community hubs and 'city offer' by September</td> <td>September 2022</td> <td>70%</td> </tr> </tbody> </table> </td> </tr> </tbody> </table>					Control	Mitigating Actions	<ol style="list-style-type: none"> 1. Baseline / impact assessment to understand potential impact on Bristolians 2. Creation of monitoring framework with 'red flag' indicators 3. Development of civic & community asset map 4. Development of framework for targeted action 6. Established One Council Group to monitor impact and coordinate action (meeting appx every 3 weeks) 7. Established One City Coordination Group 	<table border="1" style="width: 100%;"> <thead> <tr> <th>Action Title</th> <th>Due Date</th> <th>Progress</th> </tr> </thead> <tbody> <tr> <td>Update baseline assessment following gov announcement 26 May 22</td> <td>July 2022</td> <td>100%</td> </tr> <tr> <td>Work with Quartet to ensure COVID recovery /health inequity funding is directed to response and building community resilience</td> <td>July 2022</td> <td>100%</td> </tr> <tr> <td>Communication plan</td> <td>July 2022</td> <td>100%</td> </tr> <tr> <td>Establish network of community hubs and 'city offer' by September</td> <td>September 2022</td> <td>70%</td> </tr> </tbody> </table>	Action Title	Due Date	Progress	Update baseline assessment following gov announcement 26 May 22	July 2022	100%	Work with Quartet to ensure COVID recovery /health inequity funding is directed to response and building community resilience	July 2022	100%	Communication plan	July 2022
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	<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 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>																			
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