
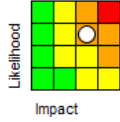

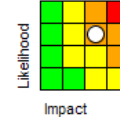



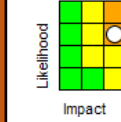







Threat Risk Performance Summary

Risk	Page Number	Q4 Rating	Q4 Matrix	Q1 Rating	Q1 Matrix	Q2 Rating	Q2 Matrix	Q3 Rating	Q3 Matrix
CRR48 - Failure to meet the affordable housing needs of the City by failing to meet the Project 1000 Delivery target (Replaced CRR32)	9			21 NEW RISK		21 		21 	
CRR12 - Emergency planning measures and resources overwhelmed by scope and scale of an emergency or incident faced by the council	11	21 		21 		21 		21 	
CRR52 - Fire Safety in High Rise residential buildings	12							21 Escalated from service risk registers	
CRR41 – Capital Portfolio Delivery	22	20 		20 		20 		20 	
CRR37 - Homelessness	24	20 		20 		20 		20 	
CRR43 - Lack of progress for Mass Transit Impact on city	26	20 		20 		20 		20 	
CRR27 – Failure to deliver the Capital Transport Programme Delivery	31	15 		15 		15 		15 	
CRR5 - Business Continuity and Operational Resilience.	32	15 		15 		15 		15 	
CRR18 - CRR18 - Failure to deliver enough new homes to meet Mayoral and Annual Business Plan targets. (Formerly 'Failure to deliver enough homes to meet the City's needs')	37	15 		15 		10 		10 	

External and Civil Contingency Risk Summary

Risk	Page Number	Q4 Rating	Q4 Matrix	Q1 Rating	Q1 Matrix	Q2 Rating	Q2 Matrix	Q3 Rating	Q3 Matrix
BCCC1 - Flooding	40	15 		15 		15 		15 	

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 – G&R Corporate Risk Register as at December 2022

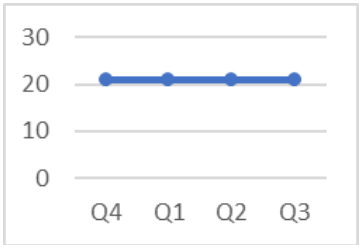
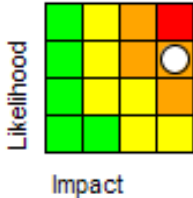
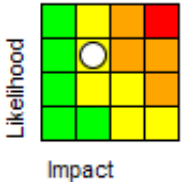
Threat Risks

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. (Replacing CRR32)</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>	<p>Constant</p> <table border="1"> <caption>Line Graph Data</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q4</td> <td>0</td> </tr> <tr> <td>Q1</td> <td>20</td> </tr> <tr> <td>Q2</td> <td>20</td> </tr> <tr> <td>Q3</td> <td>20</td> </tr> </tbody> </table>	Quarter	Value	Q4	0	Q1	20	Q2	20	Q3	20	<p>21</p> <p>Likelihood = 3 Impact = 7</p>	<p>Likelihood</p> <p>Impact</p>	<p>14</p> <p>Likelihood = 2 Impact = 7</p>	<p>Likelihood</p> <p>Impact</p>
Quarter	Value														
Q4	0														
Q1	20														
Q2	20														
Q3	20														
<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 	Existing Controls		Mitigating Actions												
	Control		Action Title	Due Date	Progress										
	<ol style="list-style-type: none"> Improved our monitoring of affordable housing delivery and pipeline including identification of where HDT can unblock barriers to delivery. Requiring a minimum of 30% affordable housing on land released by the Council. Working collaboratively with Homes England to maximise subsidy in schemes - This provides as much affordable housing as possible. New framework for regular collaboration and review in place, focussing on both BCC direct delivery and RP delivery. Project 1000 and Housing Delivery Boards - Scrutiny and active decision making / support at a senior and political level to influence and unblock barriers to delivery. Project 1000 leads in place. KPI Targets for affordable housing delivery - quarterly reporting of KPI targets through spar.net providing corporate scrutiny on annual delivery against targets Revised Affordable Housing Practice Note 		<ol style="list-style-type: none"> Bid for second round funding through OPE BFLR fund to unlock a second CLH site. Develop the Housing Delivery Plan 2022-25. Review & amend the Affordable Housing Practice note in 2021/22. Revised Affordable Housing Funding Policy 2022-2025 Secure Homes England Affordable Housing Programme Funding Develop new practice notes on affordable housing delivery through Build to Rent and First Homes Plan and establish a monthly Project 1000 working group to oversee all 	<p>July 2022</p> <p>December 2022</p> <p>July 2022</p> <p>March 2022</p> <p>March 2026</p> <p>April 2022</p> <p>August 2022</p>	<p>100%</p> <p>100%</p> <p>100%</p> <p>100%</p> <p>40%</p> <p>100%</p> <p>100%</p>										
<p>Risk Consequences:</p> <ol style="list-style-type: none"> Reputational damage Increased levels of homelessness Increased demand from the private rented sector, (non-affordable), by those in highest need Residualisation of lower value areas of the city Economic deprivation, poorer health and lower 															

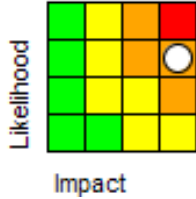
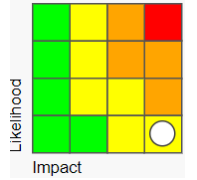
Appendix A – G&R Corporate Risk Register as at December 2022

<p>educational attainment of households living in poverty in poor housing conditions with limited tenancy sustainability 6. Balance between addressing need for family homes V increased viability of delivering smaller units</p>		<p>affordable housing development activity, monitor and manage risk and unblock internal barriers to delivery</p>		
<p>Risk Owner(s): Executive Director Growth and Regeneration, Director Development.</p>		<p>8. Develop a new framework of appraisal parameters and agree a clear funding programme approach for HRA delivery</p>	<p>October 2022</p>	<p>95%</p>
		<p>9. Review structure and capacity of current Housing Delivery Team to ensure the team has the ability to meet Project 1000 and HRA Business plan targets for direct delivery</p>	<p>December 2022</p>	<p>100%</p>
		<p>10. 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.</p>	<p>March 2025</p>	<p>50%</p>
<p>Portfolio Flag: Housing Delivery and Homes</p>	<p>Summary of Progress: Affordable housing delivery remains challenging for the city and longer-term interventions / new housing projects are unlikely to impact significantly on the emerging pipeline of completions for 2023/24/5 but will support high levels of delivery in the years beyond Project 1000. Providers are reporting increasing concerns with the increased costs and supply in construction materials and labour, which coupled with the likelihood of rent capping and a downturn in property values, are creating viability gaps in scheme appraisals. Strategies around addressing these gaps are being discussed at a both a scheme-by-scheme level and more strategically with Homes England. Focus is currently on unblocking and accelerating the current programme of HRA, Goram and third-party sites to protect and maintain forecasts. Work around property acquisitions and changes of use to council buildings to deliver a new supply of affordable Temporary Accommodation will add to the current completions pipeline.</p>			
<p>Strategic Theme: Fair and Inclusive</p>				

Appendix A – G&R Corporate Risk Register as at December 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>Constant</p> 	<p>21 Likelihood = 3 Impact = 7</p>		<p>9 Likelihood = 3 Impact = 3</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>Existing Controls</p>					<p>Mitigating Actions</p>
<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 	<p>Control</p>	<p>Action Title</p>	<p>Due Date</p>	<p>Progress</p>		
	1.24/7 Operations Centre provides effective monitoring for the city and a co-ordinatory role in response and recovery.	1.Emergency training – rest centres, humanitarian assistance and training for Marshals currently running	April 2022	100%		
	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	85%		
	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	100%		
	4.Emergency Plans	4.Development and roll out of the Emergency Planning e-learning package	October 2022	60%		
	5.Duty Director rota in place	5.Community Resilience Mapping development	May 2022	85%		
	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	100%		
	7.BCC emergency plan training and exercising in place	7.Continued support to the Covid response, particularly around testing and vaccinations	June 2022	100%		
	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					
<p>Risk Owner(s): Executive Director Growth and Regeneration, Director Management of Place.</p>	9.Horizon scanning for emerging risks, including Ukraine war (through CRG, BC Group and LRF)					
<p>Portfolio Flag: City Economy, Finance & Performance</p>	<p>Summary of Progress: The likelihood and impact of a civil emergency overwhelming BCC's capacity to respond unfortunately remains high. A combination of risks documented in the National Security Risk Assessment, such as severe weather and terrorism, and additional risks such as the ongoing threat of further Covid waves and the cost-of-living crisis and associated risk of civil unrest, layered on the difficult situation the Council and other responding agencies find themselves following Covid and as a result of financial pressure, mean it is not possible to reduce this risk score. Although good and well drilled mitigations are in place, capacity to</p>					
<p>Strategic Theme: Our Organisation, Wellbeing</p>						

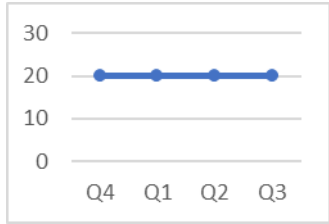
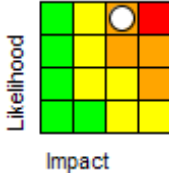
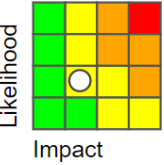
Appendix A – G&R Corporate Risk Register as at December 2022

		maintain a response to multiple pressures is stretched.				
Threat Risk		Trend	Current Risk Assessment		Risk Tolerance Level	
Risk Title: CRR52 - Fire Safety in high Rise residential buildings Description: Risk of failing to ensure high rise properties meet safety requirements		Escalated from Service Risk Registers	21 Likelihood = 3 Impact = 7		7 Likelihood = 1 Impact = 7	
						
Risk Causes: Findings from new PAS9980 inspection regime, learning from fires and new regulatory requirements. Difficulty recruiting to new posts and conducting service review resulting in no additional dedicated resources with responsibility for building safety cases and resident engagement.		Existing Controls		Mitigating Actions		
		Control		Action Title	Due Date	Progress
Risk Consequences: Risks to personal safety, reputational and legal (financial and criminal), increased insurance costs		<ul style="list-style-type: none"> Carry out fire risk assessments on all communal areas/assets identified as requiring an FRA on an annual of bi-annual basis depending on level of risk and occupancy (97% complete) Fire Engineer Independent Assessments (IA) on its High-Rise blocks. The IA's included holistic assessments of fire safety equivalent to type 4 intrusive investigations. Separate contractual arrangements for FRA's and remedial works Deliver programme of PAS 9980 appraisals and FRAEW's as necessary BCC instructs further assessments as directed from FRA's Carpenters are TRADA trained to ensure fire doors meet required standards Fire risk assessments are carried out by qualified and competent people. Fire safety and awareness training for staff in place Fire safety policy implemented and includes approach to stay put, evacuation etc. Monthly building safety board meetings monitor fire and building safety compliance Our current fire safety consultant for High rise (Building Control) is IFE (Institution of Fire Engineers) accredited. For low rise, our current assessor is FRACS (Fire Risk Assessor's Certification Scheme) qualified. Separate contractual arrangements are held for FRA's and remedial works 		Waking watch implemented in all 38 blocks with EPS cladding	November 2022	100%
				Building new investment into the budget/business plan for 2023/24	March 2023	0%
Risk Owner(s): Executive Director Growth and Regeneration, Director Homes and Landlord Service				Complete a review of business innovation	April 2023	0%
				Complete a review of fire safety policies and processes	May 2023	0%
Portfolio Flag: Housing Delivery and Homes		Summary of Progress: Work to commence to review alternative structure options to ensure additional required fire safety resources can be				



	secured.
<p>Strategic Theme: Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing</p>	<p>Procurement activity is underway to secure companies who can work with us to complete PAS9980 assessments and tender in progress secure a contractor to carry our Fire Risk Assessments, A temporary project team is in place reviewing our fire safety approach, work includes: introducing waking watch and simultaneous evacuation policies, leading a programme of communication and engagement events for residents, reviewing associated policies, building new budget requirements and procuring contracts as previously detailed. As part of the 2023/24 budget setting process we are ensuring sufficient resources are in place to fund the waking watch and we are developing an EPS removal programme and options for an sprinkler programme</p>

Appendix A – G&R Corporate Risk Register as at December 2022

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level																					
<p>Risk Title: CRR41 – Capital Portfolio Delivery</p> <p>Description: Capital portfolio is not delivered on time, within budget and does not deliver One City Plan and Corporate Strategy objectives.</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: Strategic, geographic, social, financial and economic conditions changing over time Oversight of Project Interdependencies not well managed Insufficient in-house resources to progress major projects lead to missed opportunities to leverage third party investment Failure to anticipate and secure investment and resources to deliver enabling works and infrastructure</p> <p>Risk Consequences: The cost is higher than expected The capital portfolio is delivered later than planned The operating and maintenance cost of 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>Existing Controls</p> <table border="1"> <thead> <tr> <th data-bbox="495 624 1039 655">Control</th> <th data-bbox="1039 624 1323 655">Mitigating Actions</th> <th data-bbox="1323 624 1641 655">Action Title</th> <th data-bbox="1641 624 1906 655">Due Date</th> <th data-bbox="1906 624 2190 655">Progress</th> </tr> </thead> <tbody> <tr> <td data-bbox="495 655 1039 772">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</td> <td data-bbox="1039 655 1323 772">Deliver workshops on the review and refresh of the capital programme and review of Capital receipting/disposal.</td> <td data-bbox="1323 655 1641 772">31 August 2022</td> <td data-bbox="1641 655 1906 772">100%</td> </tr> <tr> <td data-bbox="495 772 1039 863">Internal/External comms factored in into all resource requests to reduce reputational risks</td> <td data-bbox="1039 772 1323 863">Collaboration with Sustainable City and Climate Change Service to develop a Bristol Capital Sustainability Standard</td> <td data-bbox="1323 772 1641 863">October 2022</td> <td data-bbox="1641 772 1906 863">100%</td> </tr> <tr> <td data-bbox="495 863 1039 1011">Additional headroom in MTFP assumptions to manage inflationary and supply chain issues - 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.</td> <td data-bbox="1039 863 1323 1011">Developing of a new comprehensive delivery framework, lifecycle and standard operating procedure Spring 21 that overlaid with existing BCC governance and Decision Pathway.</td> <td data-bbox="1323 863 1641 1011">October 2022</td> <td data-bbox="1641 863 1906 1011">100%</td> </tr> <tr> <td data-bbox="495 1011 1039 1225"></td> <td data-bbox="1039 1011 1323 1225">Commissioned capital strategic partner</td> <td data-bbox="1323 1011 1641 1225">February 2021</td> <td data-bbox="1641 1011 1906 1225">100%</td> </tr> </tbody> </table>					Control	Mitigating Actions	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	100%	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	October 2022	100%	Additional headroom in MTFP assumptions to manage inflationary and supply chain issues - 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.	Developing of a new comprehensive delivery framework, lifecycle and standard operating procedure Spring 21 that overlaid with existing BCC governance and Decision Pathway.	October 2022	100%		Commissioned capital strategic partner	February 2021
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	Commissioned capital strategic partner	February 2021	100%																						
<p>Portfolio Flag: Mayoral Portfolio and City Economy, Finance & Performance</p>	<p>Summary of Progress: The main risks and mitigation actions remain similar to last reporting cycle. The previous note addresses the governance measures implemented to provide grip over the capital portfolio. This note sets out some of the key areas of risk with high impact scores and discuss management plans / mitigation strategies and why they are scored a such:</p>																								
<p>Strategic Theme: Our Organisation,</p>	<p>Communities / Social: 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>																								

Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing

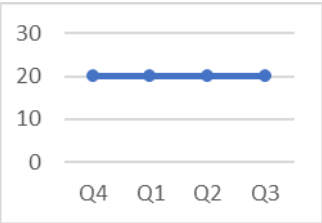
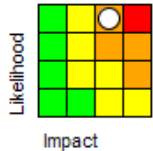
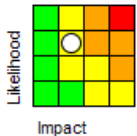
Environmental: The capital portfolio is a high waste creator and polluter. It also offers significant opportunity to construct and install tech and infrastructure essential to meeting strategic aims and reducing its negative impact on the environment in the delivery phase. Delivering sustainable projects 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 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. This is being piloted currently in Capital Strategic Partnership commissions. 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.

Financial: Impact is 5 as the capital portfolio is currently operating within its 'assumptions'. In short there is sufficient capital to meet 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. An iteration of this was completed in Dec 21 to create additional headroom in the MTFP to manage this kind of issue. In June 2022 Grant Thornton published its interim Auditors Report on Bristol City Council. The report made several observations on capital delivery and capital spend including that the capital programme historically delivers 75% of its spend in the final quarter of the financial year. The recommendations and actions made in the report are factored into the responses and actions associated with this risk. Accurate forecasting and highly assured and smooth delivery of the capital portfolio are the key goals for the steps articulated in the Programme and Project Management section below. As part of the contract with the Strategic Capital Partnership, resource and support has been provided to increase training for officers to improve accuracy of current and future forecasting and budget requests for consideration within decision pathways and corporate governance.

Programme & Project Management: 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 a Audit management action allocated to the Head of Capital Projects. 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. 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. 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. Demonstrable improvements are seen in the parts of the portfolio with pilots and those that are using the new delivery framework but this score will only be reduced when there is a consistent improvement across the whole capital portfolio.

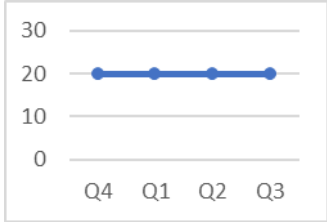
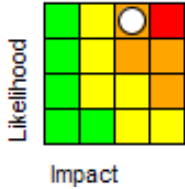
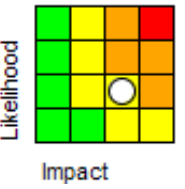
Reputation: External and internal comms are being factored into all resource requests (mandate, OBC, FBC). There is significant risk capital delivery (Bristol Beacon as an example). The council's reputation in the market is also very important. The construction market is volatile and unpredictable at the moment. The Council needs to be considered a 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.

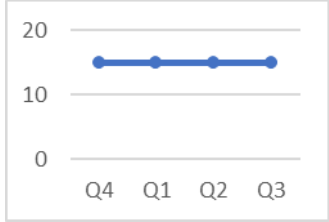
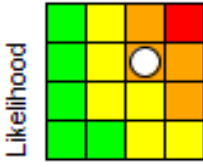
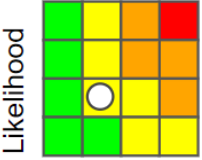
Likelihood: The likelihood has been reviewed against the criteria and believe there is some justification in considering reducing to a Likely level due to the management actions we have in place and the steps we have taken to address PM and Programme Management deficiencies and resource issues. However, it is recommended that the likelihood is kept at Almost Certain for review in 3 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: 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>9</p> <p>Likelihood = 3 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>Existing Controls</p>		<p>Mitigating Actions</p>		
	<p>Control</p>	<p>Action Title</p>		<p>Due Date</p>	<p>Progress</p>
	<ul style="list-style-type: none"> • Joint commissioning of services - Focus on more joint commissioning of services for those homeless households who also face multiple disadvantages - to create a more holistic approach and to improve outcomes. Proposals for commissioning a new framework for supported TA is going to cabinet in October 2022. • Effective Commissioning - Recommission our short-term supported housing (Pathways) accommodation & support contracts - to maximise effectiveness of these resources / funding stream and minimise repeat homelessness • 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>Changing Futures Programme</p> <p>Introduce longer term block contracts for Temporary Accommodation that will reduce the net unit cost of TA to BCC</p> <p>Increase the supply of move on accommodation - RSAP round 5 bid deadline 13th April 2022</p> <p>Cost Effective Accommodation - Initiated a project with the aim of reducing the net unit cost of Temporary Accommodation. Opportunities being explored and prioritised.</p> <p>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</p>		<p>March 2024</p> <p>July 2022</p> <p>March 2024</p> <p>December 2022</p> <p>December 2022</p>	<p>20%</p> <p>100%</p> <p>60%</p> <p>50%</p> <p>100%</p>

		accommodation and reduce TA use		
		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	March 2023	10%
<p>Risk Owner(s): Executive Director Growth and Regeneration, Director Housing</p>				
<p>Portfolio Flag: Housing Delivery and Homes</p> <p>Strategic Theme: Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing.</p>	<p>Summary of Progress: The cost-of-living crisis poses significant risks for increasing homelessness. The scale of the impact is not yet known and will depend partly on what government support is put in place. The homelessness organisation crisis is predicting a 30% increase in homelessness.</p> <p>The number of households presenting to Bristol City Council is continuing to increase. There has been a small increase in the number of households living in Temporary Accommodation (TA) from 1137 on 31st March 2022 to 1173 on 30th November 2022.</p> <p>In the last year the number of families with children living in TA has increased whilst the number of single clients has stayed roughly the same. Family TA is more expensive than that for single clients. This is adding to the financial pressure.</p> <p>There is an underlying pressure of £5m due to Housing Benefit Subsidy loss. With in-year mitigations the forecast pressure for 22/23 has reduced to £1.2m.</p> <p>An ambitious programme of initiatives focussed on creating a portfolio of TA without the Housing Benefit subsidy loss is out for public consultation as part of the wider Council savings initiatives. We will do this by making use of existing properties, including council housing, and working with partners to source available properties.</p> <p>Good progress has been made on introducing block contracts for TA.</p> <p>An enhanced package for private landlords has been developed to secure more affordable private rented accommodation for homeless clients.</p> <p>Targeted approach focussing on moving on those households in the most expensive TA placements</p> <p>Progressing opportunities to bring on-line cheaper TA.</p>			

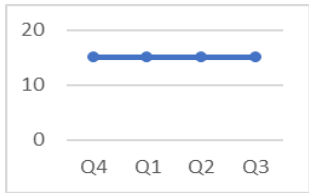
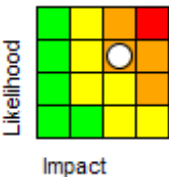
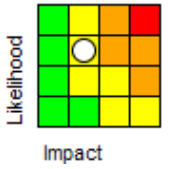
Appendix A – G&R Corporate Risk Register as at December 2022

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> 	<p>20</p> <p>Likelihood = 4 Impact = 5</p>		<p>10</p> <p>Likelihood = 2 Impact = 5</p>							
<p>Risk Causes:</p> <ol style="list-style-type: none"> 1. Resourcing Business Case development 2. Lack of political consensus 3. Viability of Business Case 4. Lack of DfT support <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>Existing Controls</p> <table border="1"> <thead> <tr> <th data-bbox="658 708 1077 751">Control</th> </tr> </thead> <tbody> <tr> <td data-bbox="658 751 1077 815">Mass Transit Directors Board - Monthly board in place at regional level to ensure appropriate senior officer engagement with project</td> </tr> <tr> <td data-bbox="658 815 1077 874">Regular internal briefings - Regular briefings with senior managers and administration</td> </tr> </tbody> </table>					Control	Mass Transit Directors Board - Monthly board in place at regional level to ensure appropriate senior officer engagement with project	Regular internal briefings - Regular briefings with senior managers and administration	<p>Mitigating Actions</p> <table border="1"> <thead> <tr> <th data-bbox="1084 708 1834 751">Action Title</th> <th data-bbox="1834 708 1955 751">Due Date</th> <th data-bbox="1955 708 2222 751">Progress</th> </tr> </thead> <tbody> <tr> <td colspan="3" data-bbox="1084 751 2222 1157" style="height: 250px;"></td> </tr> </tbody> </table>	Action Title	Due Date
Control											
Mass Transit Directors Board - Monthly board in place at regional level to ensure appropriate senior officer engagement with project											
Regular internal briefings - Regular briefings with senior managers and administration											
Action Title	Due Date	Progress									
<p>Portfolio Flag: Public Health and Communities</p> <p>Strategic Theme: Our Organisation, Wellbeing.</p>	<p>Summary of Progress: No change to risk, same issues remain regarding failure to complete consultation or engagement, project cannot progress until this happens. Project risk level cannot realistically increase, unlikely to reduce by next reporting period.</p>										

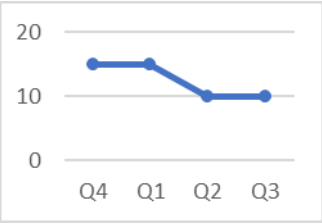
Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p>Risk Title: CRR27 – Failure to Deliver the Capital Transport Programme</p> <p>Description: Management of the overall transport capital programme is key to ensuring we deliver against mayoral priorities in the most cost and time efficient 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.</p>	<p style="text-align: center;">Constant</p> 	<p style="font-size: 24pt; font-weight: bold;">15</p> <p>Likelihood = 3 Impact = 5</p>		<p style="font-size: 24pt; font-weight: bold;">6</p> <p>Likelihood = 2 Impact = 3</p>	
<p>Risk Causes:</p> <ul style="list-style-type: none"> - Overspend on individual schemes leading to uncontrollable cost pressures - Underspend on annual profile - Lack of coordination and programme management across divisions - COVID - 19 - Loss of resource and inability to recruit 	Existing Controls		Mitigating Actions		
	Control		Action Title	Due Date	Progress
	Biweekly Capital Programme Review Board - Capital Programme review board reviewing timescales and status of the relevant projects.		Develop proposals for management of capital programme (working with Transport Planning Team)	May 2022	100%
	PMO Capital Programme Process Review - Reviewing City Transport capital programme processes to align better with corporate PMO and develop management of the capital programme - led by Arcadis/PMO. Reporting April. Likely to replace 6 month review		Strategic partner to complete assessment of capital delivery	May 2022	100%
	Regular briefings and reporting to senior management and cabinet members.		Client Function Review alongside CA proposal - Review client function and how it is delivered to mitigate potential loss of resource and expertise to central PMO	September 2022	0%
<p>Risk Consequences:</p> <ul style="list-style-type: none"> - 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 	Biweekly capital programme review board - reviewing timescales and status of the relevant projects.				
<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: Significant lack of resource still an issue. In addition, proposals to remove the strategic transport function have unsettled staff resulting in further loss of resource and other staff leaving through succession planning. Very difficult to resource in current climate so good likelihood that resource issues will worsen and risk may increase in</p>				

Appendix A – G&R Corporate Risk Register as at December 2022

Strategic Theme: Our Organisation, Wellbeing	next period. Maintenance programme less affected by resourcing issues.
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Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p>Risk Title: CRR5 - Business Continuity and Operational Resilience</p> <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.</p>	<p>Constant</p> 	<p>15</p> <p>Likelihood = 3 Impact = 5</p>		<p>9</p> <p>Likelihood = 3 Impact = 3</p>	
<p>Risk Causes:</p> <ul style="list-style-type: none"> - Strikes (People, Fuel). - Loss of key staff (communicable diseases (Covid - illness and self-isolation) and influenza. - Loss of suppliers / supply chain disruption. - Loss of accommodation to deliver key services. - Loss of equipment / infrastructure, including utilities. - Any event which may cause major disruption - e.g. severe weather - Unavailability of IT and/or Telecoms. - Knowledge loss. - Reduced chances of preventing/ responding to incidents due to a lack of forward planning or investment. - Climate change 	Existing Controls		Mitigating Actions		
	Control		Action Title	Due Date	Progress
<p>Risk Consequences:</p> <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 insurance costs. - Legal compliance and financial penalty. - Reputational damage. 	<ol style="list-style-type: none"> 1. A number of Policies, procedures and arrangements are in place including duty rotas for key service areas and the Duty Director rota. 2. Corporate Business Continuity Framework, including BC escalation process - Framework presented at CRG on 11th July 2022. 3. 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. 4. 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. 5. The CRG will seek assurances from key service areas regarding the robustness of continuity arrangements against local risk. 6. Service Level Business Continuity Planning - Services will be developing their BC plans in Q3, aligned to service planning. 	<ol style="list-style-type: none"> 1. Align BC Planning with Service Delivery Planning 2. Review Corporate Business Continuity Framework Doc 3. Review Service-level Business Continuity Plan template 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 5. Workshops to support services to complete BC templates 6. Embed CRG and BC Group into corporate governance framework, including alignment with corporate risk group 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. 	<p>May 2022</p> <p>September 2022</p> <p>September 2022</p> <p>December 2022</p> <p>Paused</p> <p>Ongoing</p> <p>December 2022</p>	<p>100%</p> <p>100%</p> <p>90%</p> <p>90%</p> <p>50%</p> <p>75%</p> <p>90%</p>	
	<p>Risk Owner(s): Executive Director Growth and Regeneration Chief Executive, Director Management of Place.</p>		<p>Summary of Progress: The pace of change in the Authority, combined with significant external challenges this winter (usual winter weather, cost of living crisis, possible energy supply issues), means the risk of business continuity challenges remains likely. Work has been ongoing to address IT resilience and energy supply, however the range of impacts either</p>		

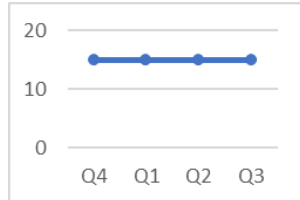
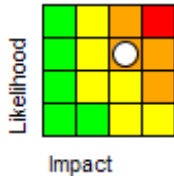
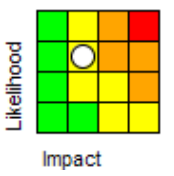
Appendix A – G&R Corporate Risk Register as at December 2022

<p>Portfolio Flag: City Economy, Finance & Performance</p>	<p>event could result in makes it difficult to lower the risk score this quarter.</p>				
<p>Strategic Theme: Our Organisation, Wellbeing.</p>	<p>Significant progress has been made on the Business Continuity Management System, with CLB signing off the annual Corporate Business Impact Analysis (to be completed by HoS as part of this years' service planning round), the reviewed service-level BC plan template and the BC Response Framework.</p>				
<p>Threat Risk</p>	<p>Trend</p>	<p>Current Risk Assessment</p>		<p>Risk Tolerance Level</p>	
<p>Risk Title: CRR18 - Failure to deliver enough new homes to meet Mayoral and Annual Business Plan targets.</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>10 Likelihood = 2 Impact = 5</p>		<p>9 Likelihood = 3 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>Risk Owner(s): Executive Director Growth and Regeneration, Director Development of Place.</p>	<p>1.Created a single multi-disciplinary Housing Delivery Team</p>		<p>Secure Homes England Affordable Housing Programme Funding</p>	<p>March 2026</p>	<p>40%</p>
<p>Portfolio Flag: Housing Delivery and Homes</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>Summary of Progress: Completions for 2021/22 exceeded 2,500 units, this represented the highest completion figure for some years. There remains a significant</p>	<p>3.Introduced the Affordable Housing Practice Note.</p>				
<p></p>	<p>4.Issued grants to Registered Providers (RPs).</p>				
<p></p>	<p>5.Manage a targeted grant funding programme to subsidise the delivery of affordable homes.</p>				
<p></p>	<p>6.Required a minimum of 30% affordable housing on land released by the Council.</p>				
<p></p>	<p>7.Secured additional grant funding for infrastructure.</p>				
<p></p>	<p>8.Secured funding from Homes England</p>				
<p></p>	<p>9.Service Review of Housing Delivery Team</p>				
<p></p>	<p>10.Worked collaboratively with Homes England</p>				
<p></p>	<p>11. Strategic City Planning monitor housing completions and future pipeline of consents</p>				

Appendix A – G&R Corporate Risk Register as at December 2022

	pipeline of planning consents.
Strategic Theme: Fair and Inclusive	

External and Civil Contingency Risks

External and Civil Contingency Risk	Trend	Current Risk Assessment	Risk Tolerance Level			
<p>Risk Title: BCCC1 - Flooding</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>	<p>Constant</p> 	<p>15</p> <p>Likelihood = 3 Impact = 5</p> 	<p>9</p> <p>Likelihood = 3 Impact = 3</p> 			
<p>Risk Causes:</p> <ul style="list-style-type: none"> -Tidal surge, heavy rainfall, and river flood events -Impact of climate change -Lack of effective flood defences and preparedness for major incidents -Failure of existing flood defences 	Existing Controls		Mitigating Actions			
	Control		Action Title	Due Date	Progress	
<p>Risk Consequences:</p> <ul style="list-style-type: none"> -Economic Impacts incl loss of Property -Loss of Life/injury -Reputational Damage 	<ol style="list-style-type: none"> Avon and Somerset Local Resilience Forum - The Avon and Somerset Local Resilience Forum (LRF) is a partnership of all the organisations needed to prepare for an emergency in the LRF area. It includes the emergency services, health services, Maritime and Coastal Agency, Environment Agency, volunteer agencies, utility companies, transport providers and the five councils of Bath and North East Somerset, Bristol, North Somerset, Somerset, and South Gloucestershire. Engagement with external partners to develop flood response plans and procedures - Working with emergency services, local authorities, and other agencies to develop flood response plans and procedures, investigating instances of flooding, training specialist staff in swift water rescue techniques, communicating with housing and business developers to incorporate flood protection into new developments. It provides guidance to members of the public about flooding, including flood warnings and what people can do to help themselves. Local Flood Risk Management Strategy - Bristol has in place a local Flood Risk Management Strategy which comprises of 5 key themes and 43 separate actions in line with Environment Agency's national strategy. The Strategy has used outputs from a number of key studies (which identify the risk of flooding to the city) to structure our response to flood risk management, from emergency management to flood mitigation schemes Regular and Emergency Maintenance and Clearing of Gullies and Culverts – especially in advance of storm warnings Ongoing engagement with Civil Protection unit 		Avonmouth Village Flood Scheme	June 2023	20%	
			Deliver Bristol Avon Flood Strategy	June 2023	25%	
		Deliver Local Flood Risk Management Actions	February 2023	25%		
		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%		
		Frome Catchment Innovation Programme - Development of a number of measures to mitigate flood risk from the river Frome	March 2027	0%		
<p>Risk Owner(s): Executive Director Growth and Regeneration, Director Economy of Place.</p>						

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Portfolio Flag: Climate, Ecology, Energy & Waste and Strategic Planning, Resilience and Flood Strategy	Summary of Progress: No change to risk rating. Major projects progressing, recruitment request approved for PM for Frome Catchment project. Still no flood manager and recruitment not approved, reviewing options for how best to manage team and deal with issue going forward. Risk level may increase next period if flood manager role still not approved for recruitment
Strategic Theme: Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing.	

Risk Scoring Matrix

		Threat Impact (Negative risks)					Opportunity Impact (Positive Risk)						
Threat Likelihood	Almost certain	4 (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 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			
	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.

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<p>Reputation</p>	<p>Minimal and transient loss of public or partner trust. Contained within the individual service.</p>	<p>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.</p>	<p>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.</p>	<p>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.</p>
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