
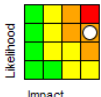


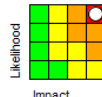

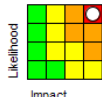
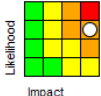

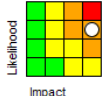


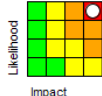

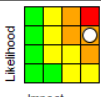



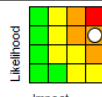

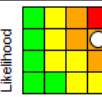
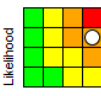







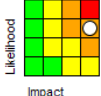

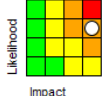

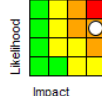
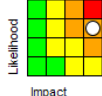
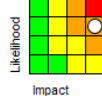

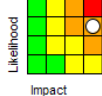
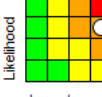

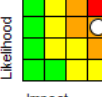
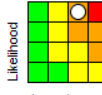

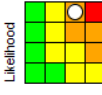

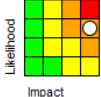
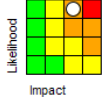

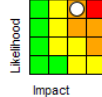
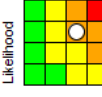


Threat Risk Performance Summary

Risk....	Page Number	Q1 Rating	Q1 Matrix	Q2 Rating	Q2 Matrix	Q3 Rating	Q3 Matrix	Q4 Rating	Q4 Matrix
CRR13 - Financial Framework and Medium-Term Financial Plan (MTFP)	6	21 		28 ↓		28 		28 	
CRR15 - In-Year Financial Deficit	7	21 ↓		21 		21 		28 ↓	
CRR9 - Safeguarding Vulnerable Children	8	21 		21 		21 		21 	
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 		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 		14 ↑	
CRR52 - Fire Safety in High Rise residential buildings	12					21 Escalated from service risk registers		21 	
CRR51 - Risk that ASC financial unsustainability due to national and local pressures leads to a failure to deliver statutory duties and budgetary control	14					21 NEW RISK		21 	
CRR53 - Risk that increased social worker and occupational therapist vacancies and sickness rates will result in vulnerable adults' care being compromised	15					20 NEW RISK		20 	
CRR39 - Adult and Social Care major provider/supplier failure	16	21 		20 ↑		20 		15 ↑	

Appendix A – Corporate Risk Register as of March 2023



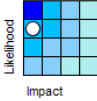
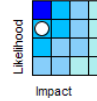
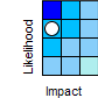
Risk....	Page Number	Q1 Rating	Q1 Matrix	Q2 Rating	Q2 Matrix	Q3 Rating	Q3 Matrix	Q4 Rating	Q4 Matrix
CRR7 - Cyber Security	17	20 	 Likelihood Impact	20 	 Likelihood Impact	20 	 Likelihood Impact	20 	 Likelihood Impact
CRR25 - Suitability of Line of Business (LOB) systems	18	20 	 Likelihood Impact	20 	 Likelihood Impact	20 	 Likelihood Impact	20 	 Likelihood Impact
CRR40 - Unplanned Investment in Subsidiary Companies	19	20 	 Likelihood Impact	20 	 Likelihood Impact	20 	 Likelihood Impact	20 	 Likelihood Impact
CRR49 – Workforce Resilience	20	21 NEW RISK 	 Likelihood Impact	20 	 Likelihood Impact	20 	 Likelihood Impact	20 	 Likelihood Impact
CRR41 – Capital Portfolio Delivery	22	20 	 Likelihood Impact	20 	 Likelihood Impact	20 	 Likelihood Impact	20 	 Likelihood Impact
CRR37 – Homelessness	24	20 	 Likelihood Impact	20 	 Likelihood Impact	20 	 Likelihood Impact	20 	 Likelihood Impact
CRR43 - Lack of progress for Mass Transit Impact on city	26	20 	 Likelihood Impact	20 	 Likelihood Impact	20 	 Likelihood Impact	20 	 Likelihood Impact
CRR45 - Failure to deliver statutory duty in respect of Children	27	9 	 Likelihood Impact	15 	 Likelihood Impact	15 	 Likelihood Impact	20 	 Likelihood Impact
CRR10 - Safeguarding Adults at Risk with Care and support needs	28	15 	 Likelihood Impact	15 	 Likelihood Impact	15 	 Likelihood Impact	15 	 Likelihood Impact

Appendix A – Corporate Risk Register as of March 2023

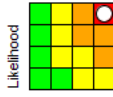

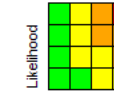

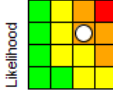
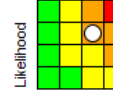
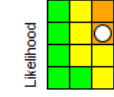
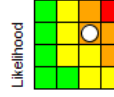
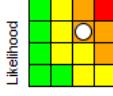
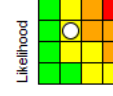
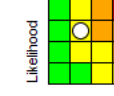
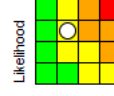


Risk....	Page Number	Q1 Rating	Q1 Matrix	Q2 Rating	Q2 Matrix	Q3 Rating	Q3 Matrix	Q4 Rating	Q4 Matrix
CRR6 - Fraud and Corruption	29	15 	 Likelihood Impact	15 	 Likelihood Impact	15 	 Likelihood Impact	15 	 Likelihood Impact
CRR27 – Failure to deliver the Capital Transport Programme Delivery	31	15 	 Likelihood Impact	15 	 Likelihood Impact	15 	 Likelihood Impact	15 	 Likelihood Impact
CRR5 - Business Continuity and Operational Resilience.	32	15 	 Likelihood Impact	15 	 Likelihood Impact	15 	 Likelihood Impact	15 	 Likelihood Impact
CRR26 - ICT Resilience.	33	14 	 Likelihood Impact	14 	 Likelihood Impact	14 	 Likelihood Impact	14 	 Likelihood Impact
CRR29 - Information Security Management System (ISMS)	34	10 	 Likelihood Impact	10 	 Likelihood Impact	10 	 Likelihood Impact	10 	 Likelihood Impact
CRR4 - Failure to Deliver an effective Corporate Health, Safety and Wellbeing Framework	35	15 	 Likelihood Impact	10 	 Likelihood Impact	10 	 Likelihood Impact	10 	 Likelihood Impact
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 	 Likelihood Impact	10 	 Likelihood Impact	10 	 Likelihood Impact	10 	 Likelihood Impact
CRR54 - Financial sustainability of nursery schools	???	15 	 Likelihood Impact	15 	 Likelihood Impact	15 	 Likelihood Impact	21 Escalated	 Likelihood Impact




Opportunity Risk Performance Summary

Risk	Page Number	Q1 Rating	Q1 Matrix	Q2 Rating	Q2 Matrix	Q3 Rating	Q3 Matrix	Q4 Rating	Q4 Matrix
OPP1 - One City Approach	38	21		21		21			

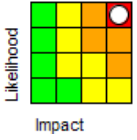
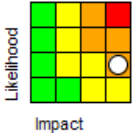
External and Civil Contingency Risk Summary

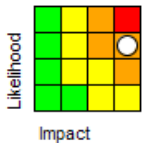
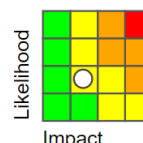
Risk	Page Number	Q1 Rating	Q1 Matrix	Q2 Rating	Q2 Matrix	Q3 Rating	Q3 Matrix	Q4 Rating	Q4 Matrix
BCC5 - Cost of Living Crisis impact on Citizens and Communities	39	28 NEW RISK		28		28		28	
BCC1 – Flooding	40	15		15		15		15	
BCC4 - Winter diseases including COVID-19 and Flu (formerly COVID-19 Population Health)	41	15		9 ↑		9		9	

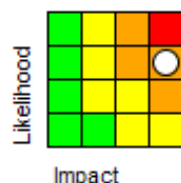
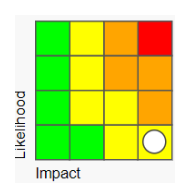
Risk Trend Key

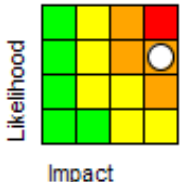
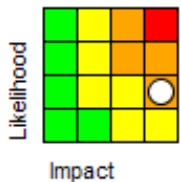
Arrow	Description
	The risk rating has improved from the previous quarter, having reduced in its severity.
	The risk rating has deteriorated from the previous quarter, having increased in its severity.
	The risk rating has not changed from the previous quarter.

Threat Risks

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p>Risk Title: CRR13 - Financial Framework and Medium-Term Financial Plan (MTFP)</p> <p>Description: Failure to be able to reasonably estimate and agree the financial 'envelope' available, both annually and in the medium-term and the council is unable to set a balanced budget.</p>	Constant	28 Likelihood = 4 Impact = 7		14 Likelihood = 2 Impact = 7	
<p>Risk Causes: Failure to achieve Business Rates income- appeals/general economic growth/loss of major sites Economic uncertainty impact on locally generated revenues - business rates and housing growth, impacting on council tax, new homes bonus and business rate income. The general economic uncertainty affecting the financial markets, levels of trade & investment Local Government finance settlement from spending review Continued Impact of Covid-19 on key income sources. Inadequate budgeting & budgetary control/Financial Settlements & wider fiscal policy changes:- The potential for new funding formulas such as fair funding, business rates retention to significantly reduce the government funding available to the council alongside possible increase in demand for council services. Embedding of the new national funding formula for schools and High Needs. Political failure to facilitate the setting of a lawful budget. Unable to agree a deliverable programme of propositions that enable the required savings to be achieved. Insufficient reserves to mitigate risks and liabilities and provide resilience. Rising inflation could lead to increased cost. Impact of Adult Social Care reform and sufficient funding available to meet increased cost</p> <p>Risk Consequences: Potential failure to set a legal budget and council tax by the due date, would have a significant adverse impact on the council's ability to provides services and the council's reputation locally and nationally in terms of investor confidence. That the budget is unlikely to reflect council priorities and objectives. That the budget may not adequately resource pressures and increases in demand. That the budget includes savings which are not deliverable. That the council reserves are used for mitigating the medium-term financial plan; running down reserves, avoiding decision and reducing the Council's resilience. Negative impact on front line services. A negative opinion from external audit. Secretary of State intervention.</p>					
Existing Controls		Mitigating Actions			
Control		Action Title	Due Date	Progress	
<p>1. Budget Preparation, Setting and Budget Accountability Framework - BCC manages its financial risks through a range of controls including budget preparation, budget setting and a Budget Accountability Framework. Clear roles and responsibilities for managing, monitoring and forecasting income and expenditure against approved budgets are in place.</p> <p>2. Medium Term Financial Plan – Twice yearly update including sensitivity and scenario based financial modelling on all assumptions including inflation and demand growth</p>		1. Implementation of CIPFA Financial Management Code	June 2023	40%	
		2. Review of financial outlook assumptions	June 2022	100%	
		3. Undertake annual financial resilience assessment - Links to CIPFA Action	June 2022	100%	
		4. Fully refreshed MTFP report to Cabinet in October	September 2022	100%	
		5. Establishing the Business & Budget Planning Board to oversee development of budget	February 2023	100%	
		6. Making representation to government departments in relation to: - the likely costs at a local level for the proposed Adult Social Care reforms	March 2024	0%	
<p>Risk Owner(s): Chief Executive and Director of Finance (S151 Officer).</p> <p>Portfolio Flag: Finance, Governance and Performance</p> <p>Strategic Theme: Our Organisation</p>		<p>Summary of Progress: The 2023/24 budget has been agreed by full council in a balanced position. The 2023/24 does require significant savings to be delivered. The 5-year MTFP remains unbalanced in the latter years.</p>			

Threat Risk	Trend	Current Risk Assessment	Risk Tolerance Level																							
<p>Risk Title: CRR15 – In-Year Financial Deficit</p> <p>Description: The council's financial position goes into significant deficit in the current year resulting in reserves (actual or projected) being less than the minimum specified by the council's reserves policy.</p>	<h2>Deteriorating</h2>	<div style="background-color: red; color: white; padding: 10px;"> <h1>28</h1> <p>Likelihood = 4 Impact = 7</p> </div>		<div style="background-color: yellow; color: black; padding: 10px;"> <h1>6</h1> <p>Likelihood = 2 Impact = 3</p> </div>																						
<p>Risk Causes: A failure to appropriately plan and deliver savings. Unscheduled loss of material income streams. Increase in demography, demand and costs for key council services. The inability to generate the minimum anticipated level of capital receipts. Insufficient reserves to facilitate short term mitigations, risks and liabilities. Interest rate volatility impacting on the council's debt costs. Impairments in our commercial Investments are realised. Response to inadequate SEND inspection in 2019, Increased demand for EHCPs, Lack of specialist provision in Bristol, increased compliance to statutory requirements in relation to SEND.</p>																										
<p>Risk Consequences: The council's financial position goes into significant deficit in the current year resulting in reserves (actual or projected) being less than the minimum specified by the council's reserves policy.</p>	<p>Existing Controls</p> <p>Control</p> <ol style="list-style-type: none"> BCC Financial Framework - BCC's Financial framework ensures that we have in place sound arrangements for financial planning, management, monitoring and reporting through to Corporate Leadership Team and Cabinet. Deep Dives on non-containable pressure areas - We have continual oversight and ongoing management of the council's financial risks and deep dives in areas reported of non-containable pressures. Ensuring engagement at local, regional and national level - in round table and working groups to keep abreast the spending review, Business Rates retention and new funding formulas for Local Government. To ensure funding for Bristol is maximised and impact of changes are fed into our long-term financial planning and strategic planning. Policy and Budget Framework - The Policy and Budget Framework provides clear guidance in relation to the approval process for supplementary funding both capital and revenue. Re-assessment of service delivery risks and opportunities and risk and other reserves - We will carry out frequent re-assessment of service delivery risks and opportunities and risk and other reserves. DSG - Detailed Management Plan Based on DfE Framework - A detailed Management Plan is in development, using the DfE's recommended framework - The deficit and development of the plan was discussed with the DfE in Spring 21. The DfE were not requesting a formal submission at this time. DSG - Early Years Block Task and Finish Group Vacancy Freeze to manage budget overspend 		<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>1.DSG - Analysis for Further Mitigations</td> <td>August 2022</td> <td>100%</td> </tr> <tr> <td>2. DSG - Phase 2 Programmes</td> <td>April 2022</td> <td>100%</td> </tr> <tr> <td>3. DSG - Proposal for Phase 3 Educations Transformation Programme</td> <td>August 2022</td> <td>100%</td> </tr> <tr> <td>4. Engagement process for indicative mitigations of the DSG management plan</td> <td>February 2023</td> <td>100%</td> </tr> <tr> <td>5. On-going process to develop, identify and delivery in-year mitigating actions</td> <td>March 2023</td> <td>75%</td> </tr> <tr> <td>6. DfE Deliver Better Programme</td> <td>March 2023</td> <td>0%</td> </tr> </tbody> </table>			Action Title	Due Date	Progress	1.DSG - Analysis for Further Mitigations	August 2022	100%	2. DSG - Phase 2 Programmes	April 2022	100%	3. DSG - Proposal for Phase 3 Educations Transformation Programme	August 2022	100%	4. Engagement process for indicative mitigations of the DSG management plan	February 2023	100%	5. On-going process to develop, identify and delivery in-year mitigating actions	March 2023	75%	6. DfE Deliver Better Programme	March 2023	0%
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<p>Risk Owner(s): Director of Finance (S151 Officer).</p>	<p>Portfolio Flag: Finance, Governance and Performance</p>																									
<p>Strategic Theme: Our Organisation</p>	<p>Summary of Progress: 'The P10 report has highlighted further deterioration in the financial position of the council. This risk is updated to reflect further need and associated financial risk which has emerged as at Period 10 within the People Directorate's Children and Families (CSC) division, Education (including pressures in respect of nursery schools) and within the Growth and Regeneration's Directorate's Property, Assets and Infrastructure's Energy service and Management of Place's Parking service where previous risks have now been built into forecast. The position is being closely monitored and further work is being undertaken to explore a range of possible mitigations and opportunities across all Council budgets.</p>																									

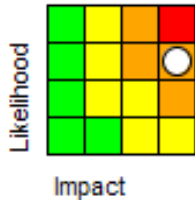
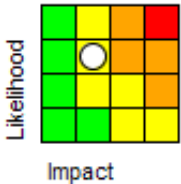
Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p>Risk Title: CRR9 - Safeguarding Vulnerable Children</p> <p>Description: The council fails to prevent increased risk of harm to children, resulting in harm or death to a vulnerable child.</p>	Constant	21 Likelihood = 3 Impact = 7		7 Likelihood = 1 Impact = 7	
<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>Risk Owner(s): Executive Director People, Director Children's and Families Services.</p> <p>Portfolio Flag: Children's Services, Education & Equalities</p> <p>Strategic Theme: Our Organisation, Empowering and Caring, Wellbeing.</p>	Existing Controls		Mitigating Actions		
	Control		Action Title	Due Date	Progress
			Reviewing national serious case reviews on the back of recent high profile child deaths through multiagency safeguarding arrangements	December 2022	100%
			New Quality Assurance Processes – including targeted mentoring and training for social workers	Sept 2022	100%
			Draft revised Threshold Document which is due to be approved by Keeping Bristol Safe Partnership over the next quarter.	March 2023	90%
		Procure a strategic partner to undertake work regarding extra familial harm and with our children who go missing from home or care. (JA – different due date in the system)	April 2023	80%	
		Working with Cornwall as part of Sector Led Improvement to review our place-based leadership arrangements and prevention of care offer.	March 2023	100%	
	<p>Summary of Progress: Demand continues to increase for services due to; 1. Cost of living crisis and poverty, 2. Increase in children seeking asylum., 3. Increase in children presenting with trauma. And 4. We have increasing numbers of children coming into care and due to increased demand and placement sufficiency we have placed a number of children in unregistered provision.</p>				

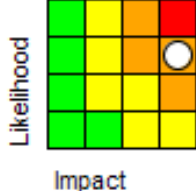
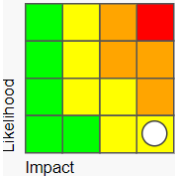
Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p>Risk Title: CRR48 - Failure to meet the affordable housing needs of the city by failing to meet the Project 1000 Delivery targets. (Replacing CRR32)</p> <p>Description: Failure of the City to deliver to the Mayoral Target of 1000 affordable 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>Risk Causes: - Availability of public subsidy from homes England and challenges in meeting their funding viability and value for money assumptions -reduction in the levels of Capital funding the Council has to support affordable housing delivery by third party providers - the complexity and costs associated with the development of brownfield sites, leading to viability challenges for both direct and 3rd party delivery. - Insufficient land available - continued impact of Covid 19 on the delivery programme of developments in the City - Not enough planning applications submitted - Not enough planning permissions granted and delays within the planning process - Inability of the housebuilding industry to deliver at this level to meet need through the planning system - Increased uncertainty in the market due to Brexit - Lack of capacity within the council's delivery system and the local market - Insufficient housing land identified in strategic planning documents</p> <p>Risk Consequences: 1. Reputational damage 2. Increased levels of homelessness 3. Increased demand from the private rented sector, (non-affordable), by those in highest need 4. Residualisation of lower value areas of the city 5. Economic deprivation, poorer health and lower educational attainment of households living in poverty in poor housing conditions with limited tenancy sustainability</p>	<h2 style="margin: 0;">Constant</h2>	<h1 style="margin: 0;">21</h1> <p style="margin: 0;">Likelihood = 3 Impact = 7</p>		<h1 style="margin: 0;">14</h1> <p style="margin: 0;">Likelihood = 2 Impact = 7</p>	
	<h3 style="margin: 0;">Existing Controls</h3>	<h3 style="margin: 0;">Mitigating Actions</h3>			
	<h4 style="margin: 0;">Control</h4>		<h4 style="margin: 0;">Action Title</h4>	<h4 style="margin: 0;">Due Date</h4>	<h4 style="margin: 0;">Progress</h4>
	<ol style="list-style-type: none"> 1. Improved our monitoring of affordable housing delivery and pipeline including identification of where HDT can unblock barriers to delivery. 2. Requiring a minimum of 30% affordable housing on land released by the Council. 3. 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. 4. 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. 5. KPI Targets for affordable housing delivery - quarterly reporting of KPI targets through spar.net providing corporate scrutiny on annual delivery against targets 6. Revised Affordable Housing Practice Note 		<ol style="list-style-type: none"> 1. Bid for second round funding through OPE BFLR fund to unlock a second CLH site. 2. Develop the Housing Delivery Plan 2022-25. 3. Review & amend the Affordable Housing Practice note in 2021/22. 4. Revised Affordable Housing Funding Policy 2022-2025 	<p>July 2022</p> <p>December 2022</p> <p>July 2022</p> <p>March 2022</p>	<p>100%</p> <p>100%</p> <p>100%</p> <p>100%</p>
			<ol style="list-style-type: none"> 5. Secure Homes England Affordable Housing Programme Funding 6. Accelerating Planning for Affordable Housing 7. Develop new practice notes on affordable housing delivery through Build to Rent and First Homes 8. Plan and establish a monthly Project 1000 working group to oversee all affordable housing development activity, monitor and 	<p>March 2026</p> <p>December 2022</p> <p>April 2022</p> <p>August 2022</p>	<p>40%</p> <p>56%</p> <p>100%</p> <p>100%</p>

Appendix A – Corporate Risk Register as of March 2023

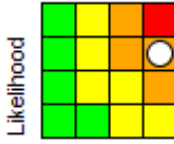
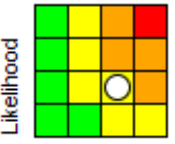


<p>6. Balance between addressing need for family homes V increased viability of delivering smaller units</p>		<p>manage risk and unblock internal barriers to delivery</p>		
<p>Risk Owner(s): Executive Director Growth and Regeneration, Director Development.</p>		<p>9. Develop a new framework of appraisal parameters and agree a clear funding programme approach for HRA delivery</p>	<p>October 2022</p>	<p>100%</p>
<p>Portfolio Flag: Housing Delivery and Homes</p>	<p>Summary of Progress. Concerns remain in the construction sector around materials cost and labour availability that remain a risk to affordable housing delivery within the current timescales. This may delay delivery beyond 2023/24 or at worst case mean sites are no longer viable and are not brought forward for development, effecting the longer-term pipeline. There are currently 1,300 affordable homes in active development and many more to commence on site in 2023/24, contributing to the totals for delivery in the coming years.</p>	<p>10. 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>Strategic Theme: Fair and Inclusive</p>		<p>11. 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>60%</p>

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>Risk Causes: -Emergency risks not identified and prepared for. -Lack of trained and available responding staff. -Emergency roles and responsibilities not embedded.</p> <p>Risk Consequences: Increased risk of: - Disruption of public services - Disruption of transport networks - Death/injury - Displacement of people</p> <p>Risk Owner(s): Executive Director Growth and Regeneration, Director Management of Place.</p> <p>Portfolio Flag: City Economy, Finance & Performance</p> <p>Strategic Theme: Our Organisation, Wellbeing</p>	Improving	14 Likelihood = 3 Impact = 7		9 Likelihood = 3 Impact = 3																																																																											
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<p>Summary of Progress: The risk score for this risk has been reduced this quarter. Although impact scores have stayed the same, the likelihood has reduced from 3 likely to 2 unlikely to reflect coming out of the winter period, a stabilisation in international energy prices, progress made on mitigating the risk to our high-rise blocks and a continued reduction in Covid impacts.</p>																																																																															

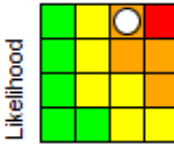
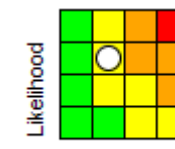
Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p>Risk Title: CRR52 - Fire Safety in high Rise residential buildings</p> <p>Description: Risk of failing to ensure high rise properties meet safety requirements</p>	Constant	21 Likelihood = 3 Impact = 7		7 Likelihood = 1 Impact = 7	
<p>Risk 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.</p> <p>Risk Consequences: Risks to personal safety, reputational and legal (financial and criminal), increased insurance costs.</p> <p>Risk Owner(s): Executive Director Growth and Regeneration, Director Homes and Landlord Service</p>					
Existing Controls		Mitigating Actions			
Control		Action Title		Due Date	Progress
<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 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	100%
		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: Tendered for provider to complete FRAs Tendered for framework of providers to carry out FRAEW Action plan in place to meet new fire safety regulatory requirements including communication and signage (risk of meeting compliance scored separately). Interim measures (waking watch) in place and budget provision for EPS removal, interim measures, and sprinkler programme in place. Risk can be reviewed when new inspection programmes implemented and regs action plan is completed.
Strategic Theme: Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing	

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level		
<p>Risk Title: CRR51 - Risk that ASC financial unsustainability due to national and local pressures leads to a failure to deliver statutory duties and budgetary control</p> <p>Description: There is a risk that ASC financial unsustainability due to a number of national and local pressures compromises the ability to deliver statutory duties and the independence of people that draw on care and support.</p>	Constant	21 Likelihood = 3 Impact = 7	 <p style="text-align: center;">Likelihood</p> <p style="text-align: center;">Impact</p>	10 Likelihood = 2 Impact = 5	 <p style="text-align: center;">Likelihood</p> <p style="text-align: center;">Impact</p>	
<p>Risk Causes:</p> <ul style="list-style-type: none"> -Rising demand in Adult Social Care which must be met under the Care Act. Particularly from complex needs and higher cost requirements in people under 65. These needs are more likely to be met outside of area, be subject to lower personal contributions, and be needed for longer. -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. -Lack of funds available within budget to meet statutory duties. -Lack of systems in order to ensure effective governance and control of all spend. -Pressure from wider system pressures - for example, delays in hospitals which lead to increased long term cost provision for care. -Non-recurrent funding which limits opportunity for long term investment. <p>Risk Consequences:</p> <ul style="list-style-type: none"> - Overspending on the budget which may impact the wider council. 						Existing Controls
	Control			Action Title	Due Date	Progress
	<ul style="list-style-type: none"> • Established Care Cubed to improve pricing controls - enabling the service to maximise value for money • Improved Business Intelligence - Developing advanced tools for analysing and reporting business intelligence and performance information • Improved governance process on all spend - Improved case discussion where all spend is approved through tighter governance. • Leading integration opportunities with Health - Through establishment of the Integrated Care Board (ICB) BCC are leading implementation of integration opportunities which will maximise vfm e.g. joint commissioning of learning disability and autism team • Realignment of ASC Operations - Using new locality teams to work with local providers, community and voluntary sector to maximises care and support provision outside of Council statutory provision. This builds resilience in communities and individuals, and ensure statutory services are focused on the right interventions. • Reset the ASC Transformation Programme - Reset the programme to address market provision, workforce 	<ul style="list-style-type: none"> Develop alternative to long term care provision - Increase provision of Technology Enabled Care, Shared Lives and Direct Payments Increase the number of direct payments through reviewing process and practice Increase the take up and opportunity around the use of technology enabled care Management restructure and vacancy management to deliver savings Review of in-house service provision to deliver efficiencies and savings 	<ul style="list-style-type: none"> December 2022 March 2023 January 2023 March 2023 March 2023 	<ul style="list-style-type: none"> 50% 40% 70% 70% 50% 		

Appendix A – Corporate Risk Register as of March 2023

<p>-The consequence of this risk are that appropriate and effective care and support as required under the Care Act may not be possible for all those who require it. The consequence could be felt in the quality or quantity of care and support, or in both.</p>	<p>challenges, price control, practice, and integration</p>		
<p>Portfolio Flag: Children’s Services, Education & Equalities Portfolio Flag: Adult Social Care & Integrated Care System</p>	<p>Summary of Progress: The score remains the same due to continued pressure on the ASC care budget. Currently there are mitigations in place to address this but going into 23/24 there is around £9m pressure on the care budget and around £6m savings agreed that will need to be delivered.</p>		
<p>Strategic Theme: Our Organisation, Empowering and Caring, Wellbeing.</p>			

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p>Risk Title: CRR53 - Risk that increased social worker and occupational therapist vacancies and sickness rates will result in vulnerable adults’ care being compromised.</p> <p>Description: Limited staff capacity within operational teams will result in increased waiting times for assessment and review potentially putting vulnerable adults at risk of going without sufficient care and support.</p>	<p>Constant</p>	<p>20 Likelihood = 3 Impact = 7</p>		<p>9 Likelihood = 3 Impact = 3</p>	
<p>Risk Causes:</p> <ul style="list-style-type: none"> -Difficulties recruiting and retain experienced social workers and OTs. This is in line with national picture of increasing vacancy rates in statutory adult care social care departments across the country. -These vacancies are not distributed equally with some operational teams having nearly 50% vacant posts. -Sickness absence in operational teams have also increased during this period which is further compounding operational teams’ ability to respond to those in most urgent need. -Cost of living crisis is also likely to impact on retention rates of social work staff 					
<p>Control</p>		<ul style="list-style-type: none"> • Increase Social Work and OT Apprentice capacity - ASC have doubled the amount of SW and OT apprentices this year increasing to 6 SW Apprentices per year and 2 OT apprentices. • Operational Business Continuity plans duty - All operational teams have internal prioritisation process for workflow and demand. Additionally, they have 	<p>Action Title</p>	<p>Due Date</p>	<p>Progress</p>
			<p>Review AMHP Market Supplement</p>	<p>January 2023</p>	<p>100%</p>
			<p>Recruit Non- registered Social Care Practitioners to bolster workforce - Agreed to recruit Social Care Practitioners and OT aides on a fixed term basis to off sent challenges in</p>	<p>October 2022</p>	<p>100%</p>

Appendix A – Corporate Risk Register as of March 2023

<p>Risk Consequences:</p> <ul style="list-style-type: none"> - As a result of this decreased operational capacity this has seen an increase in numbers of people waiting for assessment and reviews (insert data) -The percentage of individuals who have had an annual review of their care and support needs has also decreased in the last year with less than 50% of individual in receipt of care and support having had a formal review. 	<p>robust duty systems in place with duty workers present to respond to urgent demands or cases to mitigate against highest risk of harm to citizens and respond in a timely way to those at greatest need.</p> <ul style="list-style-type: none"> • Recruitment Strategy - Developed new recruitment strategy and implemented rolling recruitment advert. • Developing enhanced Wellbeing offer for operational staff - dedicated additional resource within Adult Workforce L&D to enhance our wellbeing and support offer. 	<p>recruiting registered staff. Cost will be covered by SW vacancies and underspend and can offer some mitigation. Historically we have more success and recruiting and retaining non-registered staff than SW and OT roles.</p>		
<p>Risk Owner(s): Executive Director People, Director Adult Social Care.</p>				
<p>Portfolio Flag: Adult Social Care & Integrated Care System</p>	<p>Summary of Progress: Operational capacity within ASC continues to be stretched. Currently average practitioner capacity sits at 70% which includes vacancies and all absences. This varies significantly across teams and localities with 3 operational teams below 50%. This has been impacted further by delays resulting from further vacancy management and dispensation process.</p>			
<p>Strategic Theme: Our Organisation, Empowering others and Caring, Fair and Inclusive, Well connected, Wellbeing.</p>				

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level										
<p>Risk Title: 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>Improving</p>	<p>15 Likelihood = 4 Impact = 5</p>  <p>Likelihood Impact</p>		<p>14 Likelihood = 2 Impact = 7</p>  <p>Likelihood Impact</p>										
<p>Risk Causes: - Provider goes into liquidation or ceases operations -Provider unable to meet demand due to recruitment / workforce/ or organisational issues. -Factors influencing provider/supplier failure: Increased demand and increased complexity of need of individuals putting further pressure on social care sector. Chronic workforce recruitment and retention problems heightened by pandemic. The social care sector facing a number of other issues – highly competitive job market, covid 'exhaustion', rising energy costs, changes to National Living Wage, inflation/ raising costs of supplies, high cost of living in Bristol, significant pressures from two large acute hospitals.</p>		<p style="text-align: center;">Existing Controls</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 		<p style="text-align: center;">Mitigating Actions</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th data-bbox="1469 1096 1827 1121">Action Title</th> <th data-bbox="1836 1096 2060 1121">Due Date</th> <th data-bbox="2069 1096 2199 1121">Progress</th> </tr> </thead> <tbody> <tr> <td data-bbox="1469 1128 1827 1173">Review of Provider Financial Sustainability process</td> <td data-bbox="1836 1128 2060 1173">December 2022</td> <td data-bbox="2069 1128 2199 1173" style="background-color: #2ECC71; color: white;">100%</td> </tr> <tr> <td data-bbox="1469 1179 1827 1224">Proud to Care Programme</td> <td data-bbox="1836 1179 2060 1224">March 2023</td> <td data-bbox="2069 1179 2199 1224" style="background-color: #FFC107;">50%</td> </tr> </tbody> </table>			Action Title	Due Date	Progress	Review of Provider Financial Sustainability process	December 2022	100%	Proud to Care Programme	March 2023
Action Title	Due Date	Progress												
Review of Provider Financial Sustainability process	December 2022	100%												
Proud to Care Programme	March 2023	50%												


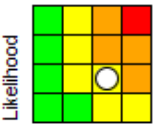
Appendix A – Corporate Risk Register as of March 2023

<p>Risk Consequences: Citizens (many of whom are very vulnerable) may have services ended or reduced without much notice putting them at risk and causing distress Lack of suitable local provision may mean people moving away from community, support networks Lack of alternative provision should mean not meeting statutory duties under Care Act Pressures on ASC workforce (social work, contracts, brokerage commissioning etc) to review and find alternative provision in timely manner Financial pressures as demand may drive prices up Lack of suitable provision resulting people moving to inappropriate more costly provision (e.g. care home instead of home care)</p>	<p>Support Services, ECH) has a multi-disciplinary Business Relations team which assess risks to those provisions and plan response whether QA or Commissioning</p> <ul style="list-style-type: none"> • 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. • Provider Failure/Service Interruption Process 	Fair Cost of Care exercise	October 2022	100%
<p>Risk Owner(s): Executive Director People, Director Adult Social Care.</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>	Cost of Living Work	October 2022	100%
		Update of Provider Failure Procedure	December 2022	50%
		<p>Summary of Progress: In recent quarter we have experienced planned closures of services. There is a likelihood of continued planned closures and care providers consolidating their service provision at regular intervals.</p>		

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p>Risk Title: CRR7 – Cyber Security</p> <p>Description: The Council's risk level in regard to Cyber-security is higher than should be expected.</p>	<p>Constant</p>	<p>20 Likelihood = 4 Impact = 5</p>		<p>5 Likelihood = 1 Impact = 5</p>	
<p>Risk Causes:</p> <ul style="list-style-type: none"> • Lack of investment in appropriate technologies. • Reliance on in-house expertise, and self-assessments (PSN). • Lack of formal approach to risk management (ISO27001). 			<p>Existing Controls</p>		<p>Mitigating Actions</p>
	<p>Control</p> <p>1. Phishing attack exercises - As well as technical controls, the Council continues to carry out regular Phishing attack exercises where we are sending emails to staff to see how</p>		<p>Action Title</p> <p>1. Work with ICT colleagues continues and discussions around cementing roles and responsibilities is being undertaken</p>	<p>Due Date</p> <p>August 2023</p>	<p>Progress</p> <p>85%</p>


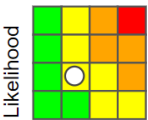
Appendix A – Corporate Risk Register as of March 2023

<ul style="list-style-type: none"> • Historic lack of focus. <p>Risk Consequences:</p> <ul style="list-style-type: none"> a. Information security incidents resulting in loss of personal data or breach of privacy / confidentiality. b. Safeguarding data breach impacting on safety of vulnerable child or adult. c. Risk of breaching the regulations and being subject to penalties/fines - Regulations Fines increasing from up to £500,000 to 10-20m Euros of 4% of global turnover, enforced by the Information Commissioners Office on behalf of the European Union. d. Increased litigation. e. Reputational damage. <p>Risk Owner(s): Chief Executive, Senior Information Risk Owner (SIRO).</p>	users react to this type of Cyber Attack. Anyone clicking on links is directed towards targeted training.			
	2. Targeted Training of employees – The Information Governance and ICT team will continue to work together to support the SIRO to develop appropriate targeted training for all Council staff relating to cyber security. developed by IG and ICT Teams	2. Implement audit actions with oversight by IG Board	August 2023	80%
	3. Technical controls			
	4. Security team training			
<p>Portfolio Flag: Finance, Governance and Performance</p> <p>Strategic Theme: Our Organisation</p>	<p>Summary of Progress. No change to the score currently. Progress is being made in addressing some large and complex areas of concern, such as the creation of a Security Operations Centre (SOC) & configuration and updates of our Security Incident Event Monitoring (SIEM). Support is being given from 3rd Part SMEs and the DSP.</p>			

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p>Risk Title: CRR25 – Suitability of Line of Business (LOB) Systems</p> <p>Description: The Council has reliance on legacy software systems which cause a number of risks due to; 1. Supportability from internal IT resource 2. The supportability of the hardware utilised 3. Lack of alignment to strategy and therefore a blocker to Digital Transformation 4. Within an appropriate support contract 5. Legacy data used for current work (GDPR) 6. Lack of Information (Cyber) Security controls 7. High cost where alternative core Council solutions exist</p> <p>Risk Causes: Sovereignty within service areas, and a</p>	<p>Constant</p>	<p>20</p> <p>Likelihood = 4 Impact = 5</p>		<p>10</p> <p>Likelihood = 2 Impact = 5</p>	
<p>Existing Controls</p>					



Appendix A – Corporate Risk Register as of March 2023

	Control	Action Title	Due Date	Progress
lack of motivation to change. Cost of transition. Lack of knowledge of which systems are problematic and the impacts of these. Lack of understanding of impact. Lack of ownership from Information Asset Owners. Lack of documentation pertaining to software systems and ownership of strategy. Cost avoidance of replacing systems. This is seen as an IT problem, not one for the software system owners.	1. Auditing of all councils Line of Business (LOB systems)	1.Undertake comprehensive review of all software systems and identify potential risks (as per threat risk description). Place all risks into an Operational Risk format. Risks will be scored and any known mitigation noted. This will be presented to CLB for further review and to agree action plan.	December 2022	100%
	2. IT Services highlight risks and shortcomings with systems (in an informal manner) to Heads of Service and Senior Leadership	2.Channel Shift Project - Review legacy line of business systems with the view to rationalising and replacing either by building on existing internal platforms such as dynamics or via procurement of new products and better utilisation of functionality.	February 2028	0%
	3. Work with Information Governance perpetuate a Cyber Security or Information Management risk are identified and service areas understand the risks to their services.			
Risk Consequences: Lack of resilience and continuity in event of an incident/failure High-cost applications without appropriate support. Inability to improve service delivery through digital transformation. May feed into Information (Cyber) Security risks.				
Risk Owner(s): Director, Digital Transformation, Senior Information Risk Owner (SIRO) for Cyber Security. Service Areas for BCP/DR.				
Portfolio Flag: Finance, Governance and Performance	Summary of Progress: Awaiting confirmation from Risk team that all risks from the application risk spreadsheet supplied have been entered into Pentana with the correct business owners.			
Strategic Theme: Our Organisation				

Threat Risk	Trend	Current Risk Assessment	Risk Tolerance Level		
Risk Title: CRR40 – Unplanned Investment in Subsidiary Companies Description: There is a risk that BCC'S investments in subsidiaries may require greater than anticipated capital investment.	<h3>Constant</h3>	<h3>20</h3> Likelihood = 4 Impact = 5		<h3>6</h3> Likelihood = 2 Impact = 3	
Risk Causes: Failure to have effective corporate governance arrangements in place in one or more					
	Existing Controls		Mitigating Actions		
	Control		Action Title	Due Date	Progress

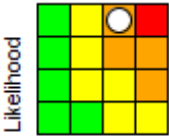
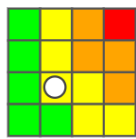
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<p>of the companies. Failure to ensure the right leadership with the right skills across the Companies. Business Failure due to severe economic downturn caused by external factors (incl. Pandemic & Brexit). Service delivery failure as a result of specific market changes (e.g., recyclate market, housing market, volatility in gas and electric market prices, delays in timing of income from customer heat network connections), failure to secure planning etc. Delivery of BE2020 wind up within financial envelope. Legislation changes. Cyber Security - risk that key systems are compromised and that sensitive data is stolen Failure to develop and grow commercial trading activities</p>	<ol style="list-style-type: none"> 1. Audit and Risk Committee - Supports on issues of risk, control and governance 2. Board Effectiveness Reviews to be annual workforce planning 3. Continued monitoring of the impact of External issues such as COVID on the business and adaptive approach being proposed for optimising emerging opportunities and mitigating pressures 4. Effective engagement with BHL re reserved matter decisions and wider engagement with BCC Client teams to review performance, quality and set clear KPIs 5. Shareholding Group 6. Weekly progress review provided and regular review of assumptions, cash flow and risks 	<ol style="list-style-type: none"> 1. Align Risk Management Arrangements Between BCC/BHL 2. BCC Capital Strategy limits BCC exposure to loans 3. Business Plan for Holding Companies 23/24 4. Business Plan for Holdings Companies 5. Capital Programme 	<p>April 2023</p> <p>December 2021</p> <p>March 2023</p> <p>March 2022</p> <p>March 2022</p>	<p>50%</p> <p>100%</p> <p>0%</p> <p>100%</p> <p>100%</p>
<p>Risk Consequences: - Financial Loss - Reputational damage to the council - Impact to service provision provided by subsidiary companies</p>	<p>Summary of Progress: Risk Parameters remain same. Indication of Financial support for BWC identified in the latest BWC Budget for this year and next year.</p>			
<p>Risk Owner(s): Chief Executive and S151 Officer.</p>				
<p>Portfolio Flag: Finance, Governance and Performance</p>				
<p>Strategic Theme: Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing</p>				

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p>Risk Title: CRR49 - Workforce Resilience</p>	<p>Constant</p>	<p>20 Likelihood = 4 Impact = 5</p>		<p>9 Likelihood = 3 Impact = 3</p>	
<p>Description: A lack of workforce resilience or capacity to provide statutory services and achieve strategic aims</p>					



and objectives				
<p>Risk Causes: Failure to recruit – particularly in specialist areas where the market is highly competitive COVID-19 impact in labour market and workforce sickness High levels of staff turnover High staff sickness levels Ineffective prioritisation of workloads</p> <p>Risk Consequences: Key services fail – inability to meet service demands Statutory and/ or regulatory obligations are not delivered Strategic priorities and aims are not delivered. The council becomes unfocused and demand led. Increasing levels of sickness absence Higher staff turnover and loss of talent HSE/Legal action Reputational damage Poor customer satisfaction leading to complaints and requests for compensation</p>	Existing Controls	Mitigating Actions		
	Control	Action Title	Due Date	Progress
	<ul style="list-style-type: none"> • Agreements in place with employment businesses for the supply of contingent workforce; agency and statement of works • Promotion of apprenticeships and internal progression opportunities • Regular and close review of management information (through HR Dashboards and leavers survey) to monitor turnover, staff starters/exits to enable targeted actions to be taken • Stress risk assessments, supporting attendance policy, occupational health advice and Employee Assistance Programme are in place to minimise the incidence and length of sickness absence. A refreshed stress risk assessment has been developed through consultation with trade unions and staff led groups and is due for launch in December 22. • Support for managers with future workforce planning and succession planning, with bespoke action plans to target diversity and skills gaps • Consideration of impact of cost of living and winter pressures, encouraging take up of booster and flu jabs and review the facilities available in the workplace • Introduction of an agile self-assessment form - for managers to discuss with team members and put in place actions to help ensure a workplace that is suitable for their physical and mental wellbeing • Prioritisation of tasks to better manage workforce pressures 	Analysis of staff feedback (from surveys and team discussions) to take targeted action to support the resilience and wellbeing of the workforce. This includes the introduction of workshops, e-learning resources, training courses, coaching and advice, in addition to the Employee Assistance Programme	October 2022	100%
Workforce Strategy is currently being refreshed and will have workforce resilience and wellbeing as a primary theme	March 2023	75%		
<p>Risk Owner(s): Chief Executive, Director of Workforce and Change</p>	<p>Summary of Progress: This risk remains as High due to the adverse impact of the budget saving proposals may have on workforce resilience and wellbeing, the impact of the continued vacancy controls, capacity in hard to fill roles, and the impact this will have on service resilience.</p>			
<p>Portfolio Flag: City Economy, Finance & Performance</p>				
<p>Strategic Theme: Our Organisation</p>				

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 Likelihood = 4 Impact = 5</p>		<p>6 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>	Existing Controls		Mitigating Actions			
	Control		Action Title	Due Date	Progress	
	Introduction of enhanced highlight and exception reporting at the G&R Board - Change Services PMO have regular Highlight reports submitted to G&R Board from key and/or large capital programmes and projects. This is now ongoing		Deliver workshops on the review and refresh of the capital programme and review of Capital receipting/disposal.	31 August 2022	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	100%		
<p>Risk Owner(s): Executive Director Growth and Regeneration.</p>						
<p>Portfolio Flag: Mayoral Portfolio and City Economy, Finance & Performance</p>	<p>Summary of Progress: The main risks and mitigation actions remain like last reporting cycle. I have retained text from previous notes and updated with new updates below. In this note I have set 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>					

Strategic Theme: Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing

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.

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.

I feel we should also consider adding the capital portfolio as a **strategic opportunity** to support attainment of strategic environmental goals. Public realm, building asset operation, energy creation & distribution, sustainable transport, ways of working, modern methods of construction can all make significant contributions if embedded **consistently** in the portfolio with good structures, process and management.

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. Headroom has been created in the MTFP 2023 to protect the ability to meet contractual obligations and high-level aspirations. **This includes the impact of the Bristol Beacon additional cost on the**

Capital programme.

An iteration of this was completed in February 23 budget to create additional headroom in the MTFP to manage high level risk over inflation and cost increases in the capital portfolio. 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.

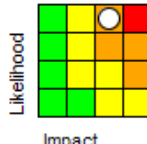
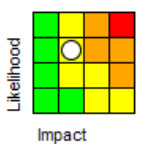
All Strategic Partner commissions are using the framework and SOS's. City Transport are adopting as part of the organisational refresh with 5 projects trialling already. Housing Delivery are currently considering pilot schemes for the framework as well.

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

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	<p>the whole capital portfolio.</p> <p>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). I would note that our 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.</p> <p>Likelihood I have reviewed the likelihood against the criteria (specified on Pentana) 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 I have decided to recommend we keep 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</p>
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Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level		
Risk Title: CRR37 - Homelessness	Constant	20 Likelihood = 4 Impact = 5		9 Likelihood = 3 Impact = 3		
Description: The risk that homelessness and the subsequent cost of providing suitable affordable accommodation to meet needs and achieve effective long-term outcomes increases.						
Risk Causes: -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.	Existing Controls		Mitigating Actions			
	Control		Action Title	Due Date	Progress	
	<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 		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	100%	
			Increase the supply of move on accommodation - RSAP round 5 bid deadline 13th April 2022	March 2024	60%	

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<p>-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>	<p>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>			
<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>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>December 2022</p>	<p>50%</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 accommodation and reduce TA use</p>	<p>December 2022</p>	<p>100%</p>
<p>Risk Owner(s): Executive Director Growth and Regeneration, Director Housing</p>		<p>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</p>	<p>March 2023</p>	<p>10%</p>
<p>Portfolio Flag: Housing Delivery and Homes</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. The number of households presenting to Bristol City Council is continuing to increase. There has been an increase in the number of households living in Temporary Accommodation (TA) from 1137 on 31st March 2022 to 1272 on 28th February 2023. 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. 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>Strategic Theme: Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing.</p>				

Threat Risk	Trend	Current Risk Assessment	Risk Tolerance Level
<p>Risk Title: CRR43 - Lack of progress for Mass</p>		<p>20</p> 	<p>10</p> 



Transit Impact on city	Constant	Likelihood = 4 Impact = 5		Likelihood = 2 Impact = 5	
Description: Failure of regional authorities to agree way forward for development of a Mass Transit system. No sign up to results of feasibility study.					
Risk Causes: 1. Resourcing Business Case development 2. Lack of political consensus 3. Viability of Business Case 4. Lack of DfT support	Existing Controls		Mitigating Actions		
	Control		Action Title	Due Date	Progress
	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				
Risk Consequences: -Reputational impact. -Long term congestion and air pollution increase. -Regional productivity reduced. -Threat to investment across the city.					
Risk Owner(s): Executive Director Growth and Regeneration, Director Economy of Place.					
Portfolio Flag: Public Health and Communities	Summary of Progress: While the issue around consultation has been resolved, issues remain around the Strategic Outline Business case that require resolution. The draft SOC has been completed and is under review, but significant work remains to reach a consensus on the way forward.				
Strategic Theme: Our Organisation, Wellbeing.					

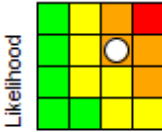
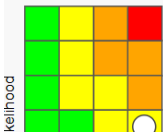
Threat Risk	Trend	Current Risk Assessment	Risk Tolerance Level
Risk Title: CRR45 - Failure to deliver statutory duty in respect of the safeguarding of children		20	6

Appendix A – Corporate Risk Register as of March 2023

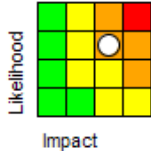
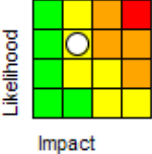
<p>Description: Failure to deliver statutory duty in respect of the safeguarding of children resulting in harm or death to a child or other unmitigated risk to the local authority</p>	<p>Deteriorating</p>	<p>Likelihood = 3 Impact = 5</p>		<p>Likelihood = 2 Impact = 3</p>	
<p>Risk Causes: Staffing failure: 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</p>	<p>Existing Controls</p>		<p>Mitigating Actions</p>		
	<p>Control</p>		<p>Action Title</p>	<p>Due Date</p>	<p>Progress</p>
	<p>1. Benchmarking salaries with regional levels</p>		<p>Revising recruitment and retention strategy in response to evidence of turnover and vacancies in areas of particular pressure (front door, experienced social workers and frontline managers)</p>	<p>May 2022</p>	<p>100%</p>
	<p>2. Investing in training and development</p>		<p>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.</p>	<p>May 2022</p>	<p>100%</p>
	<p>3. Over-recruiting where required</p>				
<p>4. Reviewing system pressures and taking action on a weekly basis</p>					
<p>5.</p>		<p>Implement transformation programme of Children's service</p>	<p>Oct 2024</p>	<p>0%</p>	
<p>Risk Consequences: Harm or death of a child Inspection failure and regulatory action Litigation and reputational damage Other unpredicted costs to the LA</p>	<p>6. Systemic unit model and integrated locality arrangements</p>				
	<p>7. Skilled and stable workforce with low use of agency workers - Continued low use of agency workers but turnover and vacancies have risen.</p>				
	<p>8. Strong multiagency children's safeguarding partnership under Keeping Bristol Safe arrangements</p>				
	<p>9. Scrutiny of statutory safeguarding partners</p>				
<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: Due to placement sufficiency and the increased number of children coming into care we have placed a number of children in unregistered placements which is illegal. We are mitigating this by regular visits to undertake QA of the provision and to see children and weekly senior leadership oversight whilst we continue to search for registered placements. We have proposals in place to improve recruitment and retention of social workers as part of a proposed Transformation mandate. Couple of internal controls systems are in place to detect where intense interventions is needed.</p>				
<p>Strategic Theme: Our Organisation, Empowering and Caring, Wellbeing.</p>					

Threat Risk	Trend	Current Risk Assessment	Risk Tolerance Level
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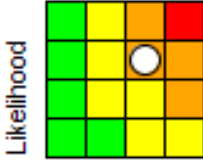
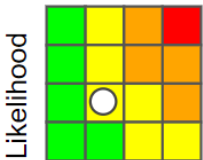
<p>Risk Title: CRR10 - Safeguarding Adults at Risk with Care and Support Needs</p>	<p style="text-align: center;">Constant</p>	<p style="text-align: center;">15 Likelihood = 3 Impact = 5</p>		<p style="text-align: center;">7 Likelihood = 1 Impact = 7</p>	
<p>Description: The council fails to ensure adequate safeguarding measures are in place for adults at risk.</p>					
<p>Risk Causes: Adequacy of controls. Management and operational practices. Demand for services exceeds capacity and capability. Poor information sharing. Lack of capacity or resources to deliver safe practice. Reduction in or lack of supply of commissioned care. Failure to commission safe care for adults at risk. Failure to meet the requirements of the 'Prevent Duty' placed on Local Authorities. Increased destitution in families, impacting on mental ill health, managing increased infection within the population. (COVID19) Increased isolation. (COVID19) Increase identification of self-neglect and complexity. Carer strain / resilience. (COVID19)</p>	<p>Existing Controls</p>	<p>Mitigating Actions</p>			
<p>Risk Consequences: Financial damage Legal liability Death/Injury Reputational damage</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>Action Title</p>	<p>Due Date</p>	<p>Progress</p>
<p>Risk Owner(s): Executive Director People, Director Adult Social Care.</p>			<p>Development and delivery of Safeguarding Hub as a priority for the partnership.</p>	<p>April 2023</p>	<p>80%</p>
			<p>Review of Safeguarding Pathways and creation of Standard Operating Procedures and Performance Clinics.</p>	<p>December 2022</p>	<p>100%</p>
			<p>Internal Audit Actions – feeding into existing controls</p>	<p>March 2023</p>	<p>95%</p>
			<p>Developing a Risk Enablement Tool</p>	<p>April 2023</p>	<p>75%</p>
<p>Portfolio Flag: Adult Social Care & Integrated Care System</p>	<p>Summary of Progress: TBA</p>				
<p>Strategic Theme: Strategy Theme: Our Organisation, Empowering others and Caring, Fair and Inclusive, Well connected, Wellbeing.</p>					

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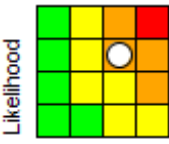
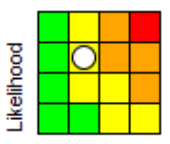
Threat Risk	Trend	Current Risk Assessment	Risk Tolerance Level																			
<p>Risk Title: CRR6 Fraud and Corruption</p> <p>Description: Failure to prevent or detect acts of significant fraud or corruption against the council from either internal or external sources.</p>	Constant	<p>15 Likelihood = 3 Impact = 5</p> 	<p>9 Likelihood = 3 Impact = 3</p> 																			
<p>Risk Causes: Heightened levels of fraud, including cyber fraud, as criminals attempt to exploit the COVID-19 pandemic and current cost of living increases Relaxation of controls in current emergency environment (Covid 19) as payments and support are being dispersed quickly in line with government requirement. Failure of management to implement a sound system of internal control and/or to demonstrate commitment to it at all times. Not keeping up to date with developments, in new areas of fraud. Insufficient risk assessment of new emerging fraud issues. Lack of clear management control of responsibility, authorities and / or delegation Lack of resources to undertake the depth of work required to minimise the risks of fraud /avoidance. This potential cause is highlighted at this time given the potential impact of the current pandemic situation and with staff redeployed to support the emergency response. Under investment in fraud prevention and detection technology and resource.</p>				<p>Existing Controls</p> <p>Control</p>	<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>1. Fraud Risk Assessments</td> <td>June 2023</td> <td>5%</td> </tr> <tr> <td>2. Improve Whistleblowing process</td> <td>June 2023</td> <td>75%</td> </tr> <tr> <td>3. NFI Fraud Hub Implementation</td> <td>October 2022</td> <td>100%</td> </tr> <tr> <td>4. Review National Fraud Initiative Data Matching</td> <td>March 2023</td> <td>83%</td> </tr> <tr> <td>5. Establish a long term more technologically advanced fraud hub</td> <td>March 2023</td> <td>100%</td> </tr> </tbody> </table>			Action Title	Due Date	Progress	1. Fraud Risk Assessments	June 2023	5%	2. Improve Whistleblowing process	June 2023	75%	3. NFI Fraud Hub Implementation	October 2022	100%	4. Review National Fraud Initiative Data Matching	March 2023	83%
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<p>Risk Consequences: Losses to fraud under emergency measures is inevitable. Potential increase in financial losses due to increase in scams. Failure to prevent or detect acts of significant fraud or corruption could result in financial loss for the Council. Reputational damage could be suffered if fraud occurs.</p>	<p>1. A dedicated Counter Fraud and Investigation team - BCC has a dedicated Counter Fraud and Investigation team with varied skills (investigation, accountancy, audit and data analysis skills).</p> <p>2. Audits - Internal Audit reviews will sometimes include an assessment of fraud controls. In addition, the Counter Fraud team undertake 'Fraud Prevention reviews or Fraudits'.</p> <p>3. Continued use of analytic and additional resources to perform payment checks. Pre-payment checking of Covid support grants continue, including bank account validation, Company House checks, duplicate claim checks and IP address checks.</p> <p>4. National Fraud Initiative (NFI) fraud hub App - The NFI/Cabinet Office Fraud Hub is in use, with a limited number of datasets uploaded. In addition, Appcheck has been rolled out to Housing Options team.</p> <p>5. On-going improvement plan for Whistle-blowing - Whistle-blowing arrangements have been informally assessed against Protect - benchmarking assessment tool. An improvement plan has been developed and is being implemented.</p> <p>6. Participation in anti-fraud exercises - BCC takes part in the biennial Cabinet Office National Fraud Initiative exercise, the annual Council Tax Single Persons discount exercise and have been involved in pilot exercises of data matching with HMRC/Covid grants. In addition, BCC Counter Fraud team undertake a planned programme of data analytic work.</p> <p>7. Planned programme of proactive fraud detection and prevention work - BCC Counter Fraud team develop an annual programme of planned work based on known and</p>																					
<p>Risk Owner(s): Chief Executive and Director of Finance (S151 Officer).</p>																						

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	<p>increasing fraud risks.</p> <p>8. Whistleblowing procedure - New internal procedure developed. HR advisor assigned to each Whistle-blow.</p> <p>9. Increased the use of technology and data analytics - Increased use of tools, data analytics and other sources of data to prevent and detect fraud.</p>
Portfolio Flag: Finance, Governance and Performance	<p>Summary of Progress: The risk score remains the same. The current economic crisis and the use of advanced analytics by fraudsters requires the organisation to remain vigilant to the risk of fraud by ensuring there are robust arrangements for fraud prevention, identification and investigation. The Council continues to maximise use of data analytics to fight against fraud and corruption. Current focus is on review of outputs from the National Fraud Initiative exercises.</p>
Strategic Theme: Our Organisation	

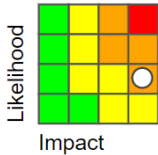
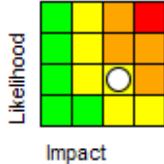
Threat Risk	Trend	Current Risk Assessment	Risk Tolerance Level			
<p>Risk Title: CRR27 – Failure to Deliver the Capital Transport Programme</p> <p>Description: Management of the overall transport capital programme is key to ensuring we deliver against mayoral priorities in the most cost and time efficient 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>Constant</p>	<p>15 Likelihood = 3 Impact = 5</p> 	<p>6 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 				<p>Existing Controls</p>		<p>Mitigating Actions</p>
<p>Risk Consequences:</p> <ul style="list-style-type: none"> - Financial impact - Failure to progress schemes or delays to 	<p>Control</p>	<p>Action Title</p>	<p>Due Date</p>	<p>Progress</p>		
	<p>Biweekly Capital Programme Review Board - Capital Programme review board reviewing timescales and status of the relevant projects.</p>	<p>Develop proposals for management of capital programme (working with Transport Planning Team)</p>	<p>May 2022</p>	<p>100%</p>		
	<p>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</p>	<p>Strategic partner to complete assessment of capital delivery</p>	<p>May 2022</p>	<p>100%</p>		
	<p>Regular briefings and reporting to senior management and cabinet members.</p>	<p>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</p>	<p>September 2022</p>	<p>0%</p>		
	<p>Biweekly capital programme review board - reviewing timescales and status of the relevant projects.</p>					

<p>schemes impact on productivity of city and aims to reduce congestion, air pollution and inequality - Reputation Impact</p>	
<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: Some additional resource has left the council further increasing pressures across both transport services, some projects delayed which reduces pressure but overall, still same risk level of failure to deliver projects. Strategic Partner being commissioned where necessary to fill gaps and resourcing being assessed across services.</p>
<p>Strategic Theme: Our Organisation, Wellbeing</p>	

Threat Risk	Trend	Current Risk Assessment	Risk Tolerance Level		
<p>Risk Title: CRR5 - Business Continuity and Council Resilience</p>	<h2 style="margin: 0;">Improving</h2>	<h1 style="margin: 0;">10</h1> <p>Likelihood = 3 Impact = 5</p>		<h1 style="margin: 0;">9</h1> <p>Likelihood = 3 Impact = 3</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>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. 	1. A number of Policies, procedures and arrangements are in place including duty rotas for key service areas and the Duty Director rota.	1. Align BC Planning with Service Delivery Planning	May 2022	100%	
	2. Corporate Business Continuity Framework, including BC escalation process - Framework presented at CRG on 11th July 2022.	2. Review Corporate Business Continuity Framework Doc	September 2022	100%	
	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.	3. Review Service-level Business Continuity Plan template	September 2022	100%	
	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.	4. Lead IT Resilience / Business Continuity project, including developing battle boxes, an IT Resilience Plan, understanding DR arrangements across BCC delivered IT services and SAAS, improving service-level BC plans for managing IT outages, testing arrangements	December 2022	100%	
	5. The CRG will seek assurances from key service areas regarding the robustness of continuity arrangements against local risk.	5. Workshops to support services to complete BC templates	December 2023	50%	
		6. Embed CRG and BC Group into corporate governance framework, including alignment with corporate risk group	Ongoing	100%	
		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	December 2022	90%	

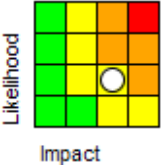
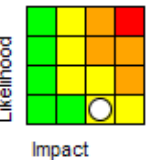
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<p>-Increased financial cost in terms of damage control and insurance costs. -Legal compliance and financial penalty. -Reputational damage.</p>	<p>6. Service Level Business Continuity Planning - Services will be developing their BC plans in Q3, aligned to service planning.</p>	<p>and will be presented to Resources EDM on 11th July 2022. (Not in pentane)</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 event could result in makes it difficult to lower the risk score this quarter. 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>Portfolio Flag: City Economy, Finance & Performance</p>			
<p>Strategic Theme: Our Organisation, Wellbeing.</p>			

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p>Risk Title: CRR26 – ICT Resilience</p> <p>Description: The Councils ability to deliver critical and key services in the event of ICT outages, and be able to recover in the event of system and/or data loss.</p>	<p style="text-align: center; font-size: 24px;">Constant</p>	<p style="text-align: center; font-size: 24px;">14</p> <p style="text-align: center;">Likelihood = 2 Impact = 7</p>		<p style="text-align: center; font-size: 24px;">10</p> <p style="text-align: center;">Likelihood = 2 Impact = 5</p>	
<p>Risk Causes: Poor Business Continuity (BCP) planning and understanding of key system architecture. Untested Disaster Recovery (DR) arrangements including data recovery. Untested network reconfiguration to alleviate key location outage. Untested recovery schedules in terms of order and instructions. Lack of resilience available for legacy systems (single points of failure - people and technology). Services undertaking their own IT arrangements outside of the corporate approach.</p>			Existing Controls		Mitigating Actions
<p>Risk Consequences: Inability to deliver services</p>	Control		Action Title	Due Date	Progress
	<ol style="list-style-type: none"> Connection to BCC systems protections - With the majority of staff working from home, connection to our systems is vital and the main route is via VPN. We have tested alternative access which can be used. 2 factor authentication was tested as a back door which allows non-BCC pcs to login to Microsoft office 365. Highlight to service areas vulnerable applications - Highlighting to service areas where applications may be vulnerable and advising on likely timescales for disruption to enable appropriate BC planning. Moved critical systems to the cloud with more effective DR. Resilience workshops for most critical systems - Workshops are in progress to review and improve resilience for our most critical systems including: Adult and children's social care, Revs and Bens and Housing Supplier run order in the event of multiple system outage - our disaster recovery supplier has a run order in the event of a major 		<ol style="list-style-type: none"> Application/system risk log IT Resilience and BCP Phase 2 IT Resilience and Business Continuity Project Phase 1 Project to move Shared Drives to Cloud Removal of legacy hardware from estate 	<p>September 2021</p> <p>January 2023</p> <p>March 2022</p> <p>November 2023</p> <p>August 2025</p>	<p>100%</p> <p>100%</p> <p>100%</p> <p>50%</p> <p>50%</p>

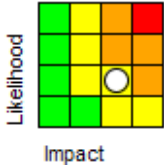
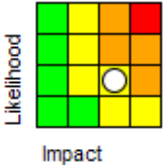
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Risk Owner(s): Chief Executive, Director, Digital Transformation, Service Area Leads.	outage involving multiple systems. 5. Weekly testing of individual systems restore - The restore of individual systems is tested weekly on a rotational basis
Portfolio Flag: Finance, Governance and Performance	Summary of Progress: The 1st phase of this project is complete, and we await a decision from CLB in regards to phase 2 restarting in 23/24.
Strategic Theme: Our Organisation	

Threat Risk	Trend	Current Risk Assessment	Risk Tolerance Level			
<p>Risk Title: CRR29 - Information Security Management System (ISMS)</p> <p>Description: There is a risk that if the council does not have an Information Security Management System then it will not be able to effectively manage Information Security risks.</p> <p>Risk Causes: Ineffective Information Security Management System, inadequate resources to create and maintain an ISMS, management buy in and support to operate an ISMS.</p> <p>Risk Consequences: Information security incidents resulting in loss of personal data or breach of privacy / confidentiality. Safeguarding data breach impacting on safety of vulnerable child or adult. Risk of breaching the regulations, and being subject to penalties/fines - Regulations Fines increasing from up to £500,000 to 10-20m Euros of 4% of global turnover.</p>	Constant	<p>10 Likelihood = 2 Impact = 5</p> 	<p>5 Likelihood = 1 Impact = 5</p> 	Mitigating Actions		
Control				Action Title	Due Date	Progress
	<ol style="list-style-type: none"> Guidance and awareness campaigns supported by regular phishing campaigns. Comms and awareness being delivered to raise awareness to colleagues around the risk of Cyber incidents and how good Information Security practices (including adherence to policies) will help minimise the likelihood of these occurring Security Team Training Meta Compliance tool online to track compliance/engagement of policies 	<ol style="list-style-type: none"> Continue roll out of Policies with oversight from ICGB Information Governance Tool Implement Audit Actions with oversight by IG Board 	December 2023	75%		
			August 2023	80%		

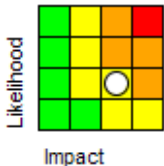
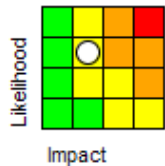
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Increased litigation. Reputational damage.	
Risk Owner(s): Senior Information Risk Owner (SIRO).	
Portfolio Flag: Finance, Governance and Performance	Summary of Progress: Policy reviews are now taking place for the remaining new policies. Next step is to embed these across the organisation; however, this work will take longer due to recruitment/resourcing challenges.
Strategic Theme: Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing	

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level		
<p>Risk Title: CRR4 – Failure to Deliver an effective Corporate Health, Safety and Wellbeing Framework</p> <p>Description: To deliver an effective management framework in place to ensure that the workplace and work environment is free from health and safety hazards. The framework the Council will use to achieve this is based on the Health and Safety Executives guidance Managing for Health and Safety (HSG65) 'Plan, Do Check Act' approach. The framework will apply to all employees who work at the Council whether on a permanent or temporary basis, Schools, contractor's agency staff visitors and other parties who have a business relationship with BCC.</p>	Constant	10 Likelihood = 2 Impact = 5		10 Likelihood = 2 Impact = 5		
<p>Risk Causes: If services do not have sufficient staff numbers to carry out work plans in a safe way. If services are not able to order appropriate equipment required for staff safety. Lack of appropriate equipment. Lack of appropriate training. Lack of oversight and control by local management. Lack of information on the potential or known risks. Inadequate contract management arrangements. Lack of effective processes and systems consistently being applied. Policies are not kept up to date.</p> <p>Risk Consequences: Risk of injury Staff, visitors, contractors, citizens. Risk of injury to our tenants. Staff put under undue pressure leading to staff taking sick leave, or leaving the organisation.</p>						
	Existing Controls		Mitigating Actions			
	Control		Action Title	Due Date	Progress	
	1. 5 Year Health and Safety Strategy - The strategy has 5 key themes - Leadership and Commitment, Risk Control, Communication and Engagement. Learning and development and Performance Management		1. Audit of key areas of risk	March 2022	100%	
	2. CDM, Legionella and Asbestos procedures have been revised		2. New Accident Incident Reporting System	March 2022	100%	
	3. CHaSMs Monitoring System Reviewed - CHaSMs completed in November and reported on to EDMs in January. Action plans in place and on the		3. Review Health and Safety Procedures	March 2023	20%	
			4. Training and Development Programme for Health, Safety and Well-being	December 2022	10%	

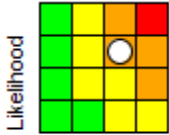
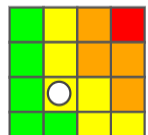
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<p>Risk of legal action/penalties against the Council and individual managers, including possibility of Corporate Manslaughter. Impact on the reputation of the City Council. Lack of compliance with Health and Safety policies and safe practices, due to pressures of work or lack of training. Reputational damage</p>	<p>SHAREPOINT. Discussion with internal audit over the future of CHaSMs. Will become a yearly assessment September for Corporate Estate and October for Schools, will be linked to service and financial planning cycles to better embed the process. Work will continue on ensuring SMART action plans and better understanding of operational health and safety risks. The revised CHaSMs is due to be sent out in October 2022.</p> <ol style="list-style-type: none"> 4. Fire Safety Management System - Fire Safety Management System is in place and has been piloted. Is ready to be published on SOURCE by 30th March 2022. Once published a number of information sessions will take place to ensure managers and key responsible people understand how to implement system. 5. Health and Well-being plan - Health and Wellbeing plan in place and being implemented 6. New integrated OH, EAP and Physiotherapy contract - New contract in place for a year. Overall is working well there are some red spots (health surveillance) which is currently being contract managed due to delivery. 7. Reorganising the Corporate Health Safety and Wellbeing Team - New job and paperwork completed with business plan and EIA. Currently out for consultation with staff group and TU. Consultation end on 21st March 2022. Jobs will go to evaluation panel on Tuesday 29th, appointment to internal post during April onwards. The consultation process has been completed any because of Councils financial position this is being revised and will probably be implemented in two parts.
<p>Portfolio Flag: Finance, Governance and Performance Strategic Theme: Our Organisation</p>	<p>Summary of Progress: The risk score for this remains unchanged at this quarterly review. Progress is being made on some of the key areas of improvement. Progress is slower than anticipated at this time due to staff shortages however it is anticipated that over the next quarter some key areas will have moved from the planning stage to the doing stage.</p>

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<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>	Constant	10 Likelihood = 2 Impact = 5		9 Likelihood = 3 Impact = 3	
<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>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 	Existing Controls		Mitigating Actions		
	Control		Action Title	Due Date	Progress
	1.Created a single multi-disciplinary Housing Delivery Team		Secure Homes England Affordable Housing Programme Funding	March 2026	40%
	2.Established a Local Housing Company (Goram Homes).		Revised Affordable Housing Funding Policy 2022-202	April 2022	100%
	3.Introduced the Affordable Housing Practice Note.				
	4.Issued grants to Registered Providers (RPs).				
	5.Manage a targeted grant funding programme to subsidise the delivery of affordable homes.				
6.Required a minimum of 30% affordable housing on land released by the Council.					
7.Secured additional grant funding for infrastructure.					

Appendix A – Corporate Risk Register as of March 2023

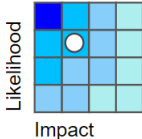
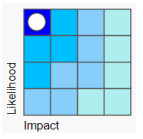
residents. -Widening gap on demand -Growth of student accommodation retracting	8.Secured funding from Homes England
	9.Service Review of Housing Delivery Team
	10.Worked collaboratively with Homes England
Risk Owner(s): Executive Director Growth and Regeneration, Director Development of Place.	11. Strategic City Planning monitor housing completions and future pipeline of consents
Portfolio Flag: Housing Delivery and Homes	Summary of Progress: Completions for 2021/22 exceeded 2,500 units, this represented the highest completion figure for some years. There remains a significant pipeline of planning consents.
Strategic Theme: Fair and Inclusive	

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p>Risk Title: CRR54 - Financial sustainability of nursery schools</p> <p>Description: The impact of Covid and union action on maintained nursery schools and classes will significantly reduce the funding provided to the LA and schools and could impact on sustainability and sufficiency (sufficiency being a statutory responsibility of the service) Ongoing underfunding of nursery schools continue to raise questions about their future.</p>	Deteriorating (Escalated)	21 Likelihood = 3 Impact = 7	 <p>Likelihood</p> <p>Impact</p>	6 Likelihood = 3 Impact = 3	 <p>Likelihood</p> <p>Impact</p>
<p>Risk Causes:</p> <ul style="list-style-type: none"> • Availability of staff to service early years learning • Census data weakened to inform on EY sector funding. • Government process change. 					
<p>Risk Consequences:</p> <ol style="list-style-type: none"> 1. Increased financial deficits in maintained nursery schools leading to impact on the DSG and long-term sustainability. 2. Reduction in places across the maintained sector on a permanent basis 	Existing Controls		Mitigating Actions		
	Control		Action Title	Due Date	Progress
	<ul style="list-style-type: none"> • Identification of potential financial impact • Review of progress with agreed actions with targeted nursery schools. • Published a council position on the strategic need for nursery schools and key areas where action is required to support sustainability. • Individual finance visits to four targeted nursery schools with the largest in-year deficits to create action plans to tackle identified issues. • Communication with nursery schools to establish Covid impact and impact on pupil numbers • Development of a nursery transformation programme in collaboration with LA maintained nursery school headteachers and governors. • Context conversations to capture the strengths and strategic importance of nursery schools as well as 	<ul style="list-style-type: none"> Developing strategic proposals for nursery schools and the LA in response to the finding of the context conversations. Continuing with the nursery transformation programme and working with nursery schools to implement action plans that will reduce in-year deficits and move towards sustainable models for the future. Reviewing the space on each nursery site to evaluate the potential income from hosting co-located services. Continuing ongoing dialogue the nursery schools to establish the impact of Covid through this financial year. Establishing impact of provision of eligible 2 year old provision and SEND within nursery schools. Bringing groups of nursery schools together the develop collaborative and federation models that share resources, leadership, skills and expertise. Modelling management of change and collaborate and federation models to inform discussions. 	<ul style="list-style-type: none"> July 2022 September 2023 July 2022 March 2022 July 2022 September 2023 September 2023 	<ul style="list-style-type: none"> 100% 45% 100% 100% 100% 50% 50% 	

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as schools close unsustainable nursery provision that impacts on the city's sufficiency plan.	the financial and operational challenges.	Engaging with elected members to review strategic position of nursery schools and how the council can support remodelling and securing future sustainability.	September 2023	45%
Risk Owner(s): Executive Director People, Service Director Education and Skills		Identifying additional capacity required to support programme of change. Paper being drawn up for Schools Forum to secure additional funding.	September 2023	100%
Portfolio Flag: Children's Services, Education & Equalities	Summary of Progress: Q3 outturns show that in-year deficits continue to grow. Overall deficit at end of 2022-23 will be approx. £7.5m.			
Strategic Theme: Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing				

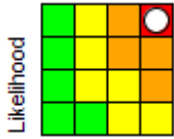
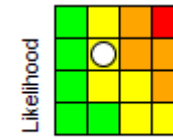
Opportunity Risks

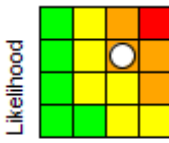
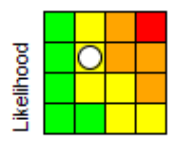
Opportunity Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
Risk Title: OPP1 - One City Approach Description: The One City Approach will offer a new way to plan strategically with partners as part of a wider city system.	Improving	21 Likelihood = 3 Impact = 7		28 Likelihood = 4 Impact = 7	
Risk Causes: 1. Mayoral aspiration and widespread partner sign-up to principles 2. Work to date has produced outline plan and engaged partners in the long-term vision and necessary work to complete the plan.					
Risk Consequences: 1. The council can plan as part of a wider city system, making stronger plans based on agreed city priorities which already have partner buy-in 2. Potential to make financial and efficiency savings and/ or deliver better services and/or reduced demand for service, reducing costs whilst improving	Existing Controls		Mitigating Actions		
	Control		Action Title	Due Date	Progress
	1. V3 One City Plan Produced - We have produced v3 of the One City Plan and produced our second annual report available on the One City Website from 12 June 2021.		1. One City Plan refresh process	March 2023	10%
			2. Set up Partnership Board	October 2022	75%
			3.City Office Team Mandate	September 2022	95%

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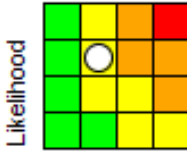
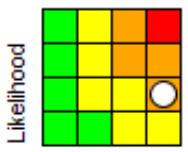
<p>citizen outcomes. Update April 2020: 3. Relationships already built can accelerate communication, collaboration and effective delivery of a coherent plan for the city's recovery from Covid-19</p>	
<p>Risk Owner(s): Director Policy, Strategy and Partnerships.</p>	
<p>Portfolio Flag: Finance, Governance and Performance</p>	<p>Summary of Progress: The Head of City Office has now returned from their redeployment and so this should help to deal with some of the temporary capacity issues. It should be noted however there is now a gap at the team's administration level due to loss of a staff member; a temporary solution has been found but if this is to continue then the risk to capacity will increase.</p>
<p>Strategic Theme: Our Organisation</p>	

External and Civil Contingency Risks

External and Civil Contingency Risk	Trend	Current Risk Assessment	Risk Tolerance Level		
<p>Risk Title: BCCC5 - Cost of Living Crisis impact on Citizens and Communities</p>	<p>Constant</p>	<p>28 Likelihood = 4 Impact = 7</p>	 <p>Likelihood Impact</p>	<p>9 Likelihood = 3 Impact = 3</p>	 <p>Likelihood Impact</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>					
<p>Risk Causes: -Supply chains disruption -Global COVID-19 Pandemic -Brexit -War in Ukraine -Leading to rapid inflation</p> <p>Risk Consequences: -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 leading to failure to meet this demand</p>	<p>Existing Controls</p>		<p>Mitigating Actions</p>		
	<p>Control</p>	<p>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 5. Data monitoring of key 'red flag' indicators - monitored by the One City and One Council Group 6. Established One Council Group to</p>	<p>Action Title</p>	<p>Due Date</p>	<p>Progress</p>
			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	100%
			Establish network of community hubs and 'city offer' by September	September 2022	100%
			Cost of Living – assess impact on business	September 2022	100%
			Work with Quartet and other funders to deliver grant funding to implement autumn/winter response as agreed	September 2022	100%
		Work with Quartet to deliver Social Action Grants	January 2023	100%	

-Community cohesion deteriorates	monitor impact and coordinate action (meeting appx every 3 weeks)	Update Impact Assessment	December 2022	100%
Risk Owner(s): Executive Director People, Director Public Health	7. Established One City Coordination Group 8. Communication plan in place led by BCC External Communications 9. Bi-weekly meetings of Community Exchange - Meetings with community partners delivering response	Review funding approach with Quartet for 2023	February 2023	50%
		Planning for 2023 event - Review approach and plan for winter 2023	April 2023	20%
		Mid-point review - In person workshop with al partners - review what's happened to date, what's gone well/what needs to change	January 2023	100%
		Portfolio Flag: Public Health and Communities		
Strategic Theme: Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing		Summary of Progress: Welcoming spaces are reporting increasing numbers and people discover what's on their doors stop. Poverty, inequity and the cost of living continue to have a significant impact on citizens, families and communities. We are now planning the transition from winter response to focus on resilience and how we grasp the potential of what's been achieved through the one city response. We will review the score at the end of March.		
External and Civil Contingency Risk	Trend	Current Risk Assessment		Risk Tolerance Level
Risk Title: BCCC1 - Flooding	Constant	15 Likelihood = 3 Impact = 5		9 Likelihood = 3 Impact = 3
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.				
Risk Causes: - 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
Risk Consequences: -Economic Impacts incl loss of Property -Loss of Life/injury -Reputational Damage	1. 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 Northeast Somerset, Bristol, North Somerset, Somerset, and South Gloucestershire.	Avonmouth Village Flood Scheme	June 2027	20%
	2. 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.	Deliver Bristol Avon Flood Strategy	December 2023	25%
		Deliver Local Flood Risk Management Actions	February 2030	25%
	3. Local Flood Risk Management Strategy - Bristol has in place a local Flood Risk Management Strategy which comprises of 5 key themes	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%	

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	<p>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</p>				
<p>Risk Owner(s): Executive Director Growth and Regeneration, Director Economy of Place.</p>	<p>4. Regular and Emergency Maintenance and Clearing of Gullies and Culverts – especially in advance of storm warnings</p> <p>5. Ongoing engagement with Civil Protection unit</p>				
<p>Portfolio Flag: Climate, Ecology, Energy & Waste and Strategic Planning, Resilience and Flood Strategy</p>	<p>Summary of Progress: Recruitment process carried out for principal flood officer to lead Frome innovation project. This will ease pressures on the team as a whole. Overall team structure to be considered now to assess how best to move forwards and cover management functions. Risk level remains the same overall.</p>				
<p>Strategic Theme: Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing.</p>					
External and Civil Contingency Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p>Risk Title: BCCC4 – Winter diseases including COVID-19 and Flu (formerly COVID-19 Population Health)</p>	<p style="text-align: center;">Constant</p>	<p style="text-align: center;">9 Likelihood = 3 Impact = 3</p> 		<p style="text-align: center;">14 Likelihood = 2 Impact = 7</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>Risk Causes: Covid 19 poses multiple risks to population health. Directly from infection; indirectly through social and economic impacts; and through pressures on the health and care system. Removal of Covid controls reduces ability to contain infection.</p>	Existing Controls		Mitigating Actions		
	Control		Action Title	Due Date	Progress
	<p>1. Daily Situation Reports – weekly from April 2022 and will be produced in current format until 31st March 2023</p>		<p>There are 9 COVID Population Health Sub risks with multiple mitigating Actions</p>		
<p>2. Investment in Infection Prevention and Control - Additional recurrent investment has been made in Community Infection Prevention and control. Regional and Health system IPC oversight established</p>					
<p>3. Local Outbreak Management and Response Plan - LOMP has been replaced by living with Covid Plan -developed with partners. Mitigations in place include: New Surveillance,</p>					



	<p>Communication, Engagement, Prevention – including vaccination, Protection – high risk settings and Response and surge preparedness. Weekly Outbreak Management Group replaced by weekly Living With Covid Group. Monthly reports to CLB Gold and regular updates to ELM Regular staff and public bulletins</p>	
<p>Risk Consequences: Infection from Covid, proportion of severe illness, long Covid and deaths. Disruption to work, school, university. Emotional and mental health impacts, for all ages including loneliness. Food poverty.</p>	<p>4. Ongoing Community Engagement and Mental Health Work - Additional investment in MH work through Thrive. £500k from CCG for student MH. One City focus on YP and night-time activities. Additional investment in communities, VCSE - £2m from CCG and additional funds for community vaccine champions.</p>	
<p>Risk Owner(s): Executive Directors & Director of Public Health</p>	<p>5. Priority Programmes focussed on Mental Health, Well-Being and Food Poverty</p>	
<p>Portfolio Flag: Mayor</p>	<p>6. Protecting Health Function - Enhanced protecting health function - completed / Green. Weekly reports published – will remain in place but frequency may change - Green</p>	
<p>Strategic Theme: Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing</p>	<p>7. Weekly Death Management and Vaccine Reports</p>	
		<p>Summary of Progress: Mitigations in place - no change to overall risk position.</p>



Risk Scoring Matrix



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

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

Likelihood And Impact Risk Rating Scoring

Likelihood Guidance..

Likelihood	Likelihood Ratings 1 to 4			
	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.