

Appendix A – Resources Directorate Corporate Risk Register Q2 2023-2024 as at September 2023



Threat Risk Performance Summary

Risk	Page Number	Q3 Rating (22/23)	Q3 Matrix (22/23)	Q4 Rating (22/23)	Q4 Matrix (22/23)	Q1 Rating (23/24)	Q1 Matrix (23/24)	Q2 Rating (23/24)	Q2 Matrix (23/24)
CRR4 – Possible failure to Deliver an effective Corporate Health, Safety and Wellbeing Framework		10		10		10		15	
CRR6 - Potential threat of Fraud and Corruption		15		15		15		15	
CRR7 - Potential Cyber Security Issues		20		20		20		20	
CRR13 - Possible Financial Framework and Medium-Term Financial Plan (MTFP) Failure		28		28		28		21	
CRR15 – Possible In-Year Financial Deficit		21		28		21		21	
CRR25 - Possible Suitability of Line of Business (LOB) Systems Issues		20		20		20		20	
CRR26 - ICT Resilience May Not Be Effective		14		14		14		14	
CRR29 - Information Security Management System (ISMS) May Not Be Effective		10		10		10		10	
CRR40 - Potential Threat of Unplanned Investment in Subsidiary Companies		20		20		20		20	

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Risk	Page Number	Q3 Rating (22/23)	Q3 Matrix (22/23)	Q4 Rating (22/23)	Q4 Matrix (22/23)	Q1 Rating (23/24)	Q1 Matrix (23/24)	Q2 Rating (23/24)	Q2 Matrix (23/24)
CRR49 – Potential Impact of Weak Workforce Resilience		20 		20 		20 		9 	

Opportunity Risk Performance Summary

Risk	Page Number	Q3 Rating (22/23)	Q3 Matrix (22/23)	Q4 Rating (22/23)	Q4 Matrix (22/23)	Q1 Rating (23/24)	Q1 Matrix (23/24)	Q2 Rating (23/24)	Q2 Matrix (23/24)
OPP01 - Possible Impact of One City Approach		21 		21 		14 		14 	

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.

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Threat Risks

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level		
<p>Risk Title: CRR4 – Possible 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>	<p>Deteriorating</p>	<p>15</p> <p>Likelihood = 3 Impact = 5</p>		<p>10</p> <p>Likelihood = 2 Impact = 5</p>		
<p>Risk Causes: If services do not have sufficient staff numbers to carry out work plans in a safe way. If services are not able to order appropriate equipment required for staff safety. Lack of appropriate equipment. Lack of appropriate training. Lack of oversight and control by local management. Lack of information on the potential or known risks. Inadequate contract management arrangements. Lack of effective processes and systems consistently being applied Policies are not kept up to date.</p> <p>Risk Consequences: Risk of injury Staff, visitors, contractors, citizens.; Risk of injury to our tenants. Staff put under undue pressure leading to staff taking sick leave or leaving the organisation. Risk of legal action/penalties against the Council and individual managers, including possibility of Corporate Manslaughter. Impact on the reputation of the City Council. Lack of compliance with Health and Safety policies and safe practices, due to pressures of work or lack of training. Reputational damage</p> <p>Risk Owner(s): Chief Executive and Corporate Leadership Board (CLB), Director of Workforce Change.</p>	Existing Controls		Mitigating Actions			
	Control		Action Title	Due Date	Progress	
	<ol style="list-style-type: none"> Governance Arrangements Health Safety and Wellbeing Strategy 		Review Health and Safety Procedures	March 2024	20%	
<p>Portfolio Flag: Finance, Governance and Performance</p>	<p>Summary of Progress: The current approach to managing some key areas of health and safety risks including those in Property and the new Building Safety Act has increased the level of likelihood from unlikely to likely. This is a combination of fines for non-compliance by the regulator (HSE) and personal injury to our employees. The new governance arrangements will provide better scrutiny, decision making and assurance at CLB to where responsibilities and accountabilities in key areas are currently unclear.</p>					
<p>Strategic Theme: Our Organisation</p>						


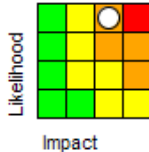
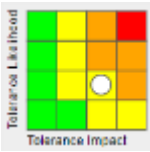
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Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p>Risk Title: CRR6 - Potential threat of Fraud and Corruption</p> <p>Description: Failure to prevent or detect acts of significant fraud or corruption against the council from either internal or external sources.</p>	<p>Constant</p>	<p>15</p> <p>Likelihood = 3 Impact = 5</p>		<p>6</p> <p>Likelihood = 2 Impact = 3</p>	
<p>Risk Causes: Heightened levels of fraud, including cyber fraud, as criminals attempt to exploit the COVID-19 pandemic and current cost of living increases. Relaxation of controls in current emergency environment (Covid 19) as payments and support are being dispersed quickly in line with government requirement. Failure of management to implement a sound system of internal control and/or to demonstrate commitment to it at all times.; 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>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>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>	Existing Controls		Mitigating Actions		
	Control		Action Title	Due Date	Progress
1. A dedicated Counter Fraud and Investigation team - BCC has a dedicated Counter Fraud and Investigation team with varied skills.		Fraud Risk Assessments	Nov 2023	30%	
2. Audits - Internal Audit reviews will sometimes include an assessment of fraud controls.		Fraud Reviews (New)	March 2024	0%	
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.		Fraud Prevention Strategy (New)	Nov 23	40%	
4. National Fraud Initiative (NFI) fraud hub App - The NFI/Cabinet Office Fraud Hub is in use, with a limited number of datasets uploaded.					
5. On-going improvement plan for Whistle-blowing -		Working with other Councils (New)	March 2024	30%	
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.					
7. Planned programme of proactive fraud detection and prevention work - BCC Counter Fraud team develop an annual programme of planned work based on known and increasing fraud risks.		Partnership Working (New)	March 2024	0%	
8. Whistleblowing procedure - New internal procedure developed. HR advisor assigned to each Whistle-blow.					
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>Summary of Progress: - The likelihood of fraud against Local Authorities is inherently high and whilst prevention of fraud is key, there will always be a risk of fraud occurring. Whilst the current score remains the same, we have secured additional resources to prioritise fraud prevention initiatives that will see the risk score go down once these are completed. As a result, the risk tolerance has been reduced to reflect the council's low appetite of risk. Current key initiatives are focused on: developing a fraud prevention strategy; developing a process to ensure fraud risk is considered in service planning; working with services to ensure full fraud risk assessments are developed and maintained for key fraud risk areas; promoting the fraud hub with a view to expansion across other Local Authorities in the Southwest and other possible partners. In addition, improving confidence and support of Whistle-blowers by a revision of the policy and other improvements.</p>					

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Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p>Risk Title: CRR7 – Potential Cyber Security Issues</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</p> <p>Likelihood = 4 Impact = 5</p>		<p>10</p> <p>Likelihood = 2 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). • Historic lack of focus. <p>Risk Consequences:</p> <p>a. Information security incidents resulting in loss of personal data or breach of privacy / confidentiality.</p> <p>b. Safeguarding data breach impacting on safety of vulnerable child or adult.</p> <p>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>	Existing Controls		Mitigating Actions		
	Control		Action Title	Due Date	Progress
	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 users react to this type of Cyber Attack. Anyone clicking on links is directed towards targeted training.		1. Work with ICT colleagues continues and discussions around cementing roles and responsibilities is being undertaken	Dec 023	90%
	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				
	3. Technical controls		2. Implement audit actions with oversight by IG Board	Dec 2023	90%
4. Security team training					
<p>Risk Owner(s): Chief Executive, Senior Information Risk Owner (SIRO).</p>					
<p>Portfolio Flag: Finance, Governance and Performance</p>	<p>Summary of Progress. Work on technical controls is going, and SIEM implementation continues. External SMEs are supporting Information Governance and IT colleagues. Full review of cyber position due towards the end of this year alongside further audit work to gain assurance on progress.</p>				
<p>Strategic Theme: Our Organisation</p>					

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Threat Risk	Trend	Current Risk Assessment	Risk Tolerance Level		
<p>Risk Title: CRR13 - Possible Financial Framework and Medium-Term Financial Plan (MTFP) Failure</p> <p>Description: Failure to be able to reasonably estimate and agree the financial 'envelope' available, both annually and in the medium-term and the council is unable to set a balanced budget.</p>	<p>Improving</p>	<p>21</p> <p>Likelihood = 3 Impact = 7</p>	<p>Likelihood Impact</p>	<p>14</p> <p>Likelihood = 2 Impact = 7</p>	<p>Likelihood Impact</p>
<p>Risk Causes: Failure to achieve Business Rates income- appeals/general economic growth/loss of major sites. Economic uncertainty impact on locally generated revenues - business rates and housing growth, impacting on council tax, new homes bonus and business rate income. The general economic uncertainty affecting the financial markets, levels of trade & investment Local Government finance settlement from spending review. Continued Impact of Covid-19 on key income sources. Inadequate budgeting & budgetary control/Financial Settlements & wider fiscal policy changes:-The potential for new funding formulas such as fair funding, business rates retention to significantly reduce the government funding available to the council alongside possible increase in demand for council services. Embedding of the new national funding formula for schools and High Needs. Political failure to facilitate the setting of a lawful budget. Unable to agree a deliverable programme of propositions that enable the required savings to be achieved. Insufficient reserves to mitigate risks and liabilities and provide resilience. Rising inflation could lead to increased cost. Impact of Adult Social Care reform and sufficient funding available to meet increased cost</p> <p>Risk Consequences: Potential failure to set a legal budget and council tax by the due date, would have a significant adverse impact on the council's ability to provides services and the council's reputation locally and nationally in terms of investor confidence. That the budget is unlikely to reflect council priorities and objectives. That the budget may not adequately resource pressures and increases in demand. That the budget includes savings which are not deliverable. That the council reserves are used for mitigating the medium-term financial plan; running down reserves, avoiding decision and reducing the Council's resilience. Negative impact on front line services. A negative opinion from external audit. Secretary of State intervention.</p>	<p>Existing Controls</p> <p>Control</p>		<p>Mitigating Actions</p> <p>Action Title</p>		
	<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>		<p>Due Date</p> <p>Progress</p>		
<p>Risk Owner(s): Chief Executive and Director of Finance (S151 Officer).</p>					
<p>Portfolio Flag: Finance, Governance and Performance</p>	<p>Summary of Progress: There has been further discussion on the likelihood during the preparation of the deep dive exercise for Audit Committee and given the ongoing uncertainties nationally and globally this is felt to remain likely, rather than unlikely. Please refer to deep dive report to Audit Committee September 2023.</p>				
<p>Strategic Theme: Our Organisation</p>					



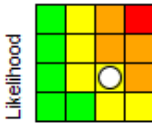
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Threat Risk	Trend	Current Risk Assessment	Risk Tolerance Level		
<p>Risk Title: CRR15 – Possible In-Year Financial Deficit</p> <p>Description: The council's financial position goes into significant deficit in the current year resulting in reserves (actual or projected) being less than the minimum specified by the council's reserves policy.</p>	<p>Constant</p>	<p>21</p> <p>Likelihood = 3 Impact = 7</p>	<p>Likelihood Impact</p>	<p>6</p> <p>Likelihood = 2 Impact = 3</p>	<p>Likelihood Impact</p>
<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>	Existing Controls		Mitigating Actions		
	Control		Action Title	Due Date	Progress
<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>	<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 - 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 		DfE Deliver Better Programme	Dec 2023	60%
			Appropriate Finance Resourcing Improvement (New)	March 2024	50%
			Robustness of Monitoring and Delivery of Savings (New)	March 2024	50%
<p>Risk Owner: Director Finance (CFO S151)</p>					
<p>Portfolio Flag: Finance, Governance and Performance</p> <hr/> <p>Strategic Theme: Our Organisation</p>	<p>Summary of Progress: At P5 there are significant items being highlighted on the risk and operations log and there are some deep dive actions now required to assure actions around these. Therefore, subsequent to P4 where recovery actions were in place there is now increased likelihood once more around this risk.</p>				

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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>Constant</p> 	<p>20 Likelihood = 4 Impact = 5</p>		<p>10 Likelihood = 2 Impact = 5</p>	
<p>Risk Causes: Sovereignty within service areas, and a lack of motivation to change. Cost of transition. Lack of knowledge of which systems are problematic and the impacts of these. Lack of understanding of impact. Lack of ownership from Information Asset Owners. Lack of documentation pertaining to software systems and ownership of strategy. Cost avoidance of replacing systems. This is seen as an IT problem, not one for the software system owners.</p> <p>Risk Consequences: Lack of resilience and continuity in event of an incident/failure High-cost applications without appropriate support. Inability to improve service delivery through digital transformation. May feed into Information (Cyber) Security risks.</p> <p>Risk Owner(s): Director, Digital Transformation, Senior Information Risk Owner (SIRO) for Cyber Security. Service Areas for BCP/DR.</p> <p>Portfolio Flag: Finance, Governance and Performance</p> <p>Strategic Theme: Our Organisation</p>	Existing Controls		Mitigating Actions		
	Control		Action Title	Due Date	Progress
	1. Auditing of all councils Line of Business (LOB systems)		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%
	2. IT Services highlight risks and shortcomings with systems (in an informal manner) to Heads of Service and Senior Leadership				
	3. Work with Information Governance perpetuate a Cyber Security or Information Management risk are identified and service areas understand the risks to their services.				
Summary of Progress:		Extensive mapping of LOB contracts undertaken and plans underway to commission updated cyber-sec review incl. risks/vulnerabilities in LOB systems. LOBS-specific risks should be identified and assessed individually on a case-by-case basis by the service areas in the council which own and use them.			


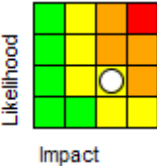
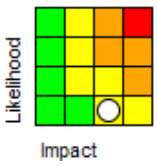
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Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p>Risk Title: CRR26 – ICT Resilience May Not Be Effective</p> <p>Description: The Councils ability to deliver critical and key services in the event of ICT outages and be able to recover in the event of system and/or data loss.</p>	<p>Constant</p>	<p>14</p> <p>Likelihood = 2 Impact = 7</p>		<p>10</p> <p>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> <p>Risk Consequences: Inability to deliver services</p> <p>Risk Owner(s): Chief Executive, Director, Digital Transformation, Service Area Leads.</p>	<p>Existing Controls</p>		<p>Mitigating Actions</p>		
	<p>Control</p>	<p>1. 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.</p> <p>2. 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.</p> <p>3. Moved critical systems to the cloud with more effective DR.</p>	<p>Action Title</p>	<p>Due Date</p>	<p>Progress</p>
		<p>1. 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</p> <p>2. Supplier run order in the event of multiple system outage - our disaster recovery supplier has a run order in the event of a major outage involving multiple systems.</p> <p>3. Weekly testing of individual systems restore - The restore of individual systems is tested weekly on a rotational basis</p>	<p>1. Project to move Shared Drives to Cloud November 2023 55%</p> <p>2. Removal of legacy hardware from estate November 2025 50%</p>		
<p>Portfolio Flag: Finance, Governance and Performance</p> <p>Strategic Theme: Our Organisation</p>	<p>Summary of Progress: Risk level remains unchanged, but work is progressing on key areas, including projects within the Digital Transformation Programme to increase resilience by moving more of our estate to Cloud-based services. However, gaps including failover testing and the need for a wider organisational project on BC/DR are still present.</p>				

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Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p>Risk Title: CRR29 - Information Security Management System (ISMS) May Not Be Effective</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>Constant</p> 	<p>10</p> <p>Likelihood = 2 Impact = 5</p>		<p>5</p> <p>Likelihood = 1 Impact = 5</p>	
<p>Risk Causes: Ineffective Information Security Management System, inadequate resources to create and maintain an ISMS, management buy in and support to operate an ISMS.</p>	Control		Mitigating Actions		
			Action Title	Due Date	Progress
<p>Risk Consequences: Information security incidents resulting in loss of personal data or breach of privacy / confidentiality. Safeguarding data breach impacting on safety of vulnerable child or adult. Risk of breaching the regulations, and being subject to penalties/fines - Regulations Fines increasing from up to £500,000 to 10-20m Euros of 4% of global turnover. Increased litigation. Reputational damage.</p>	<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 		1. Continue roll out of Policies with oversight from ICGB Information Governance Tool	December 2023	90%
			2. Implement Audit Actions with oversight by IG Board	December 2023	90%
<p>Risk Owner(s): Senior Information Risk Owner (SIRO).</p>					
<p>Portfolio Flag: Finance, Governance and Performance</p>	<p>Summary of Progress: No change to current score. Policy work complete, just working through approval and publishing. This is being aligned with both the new corporate policy work, and internal collaboration with IT policies that overlap. Staff awareness is the focus next, alongside the continuous improvement needed to be fully aligned to ISO27001. Work is still ongoing, limited number remaining. Lack of resources within both InfoSec and ICT is causing delays</p>				
<p>Strategic Theme: Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing</p>					


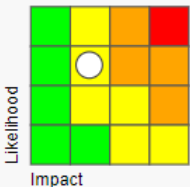
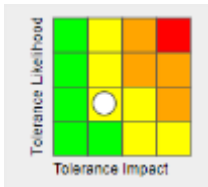
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Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level													
<p>Risk Title: CRR40 – Potential Threat of Unplanned Investment in Subsidiary Companies</p> <p>Description: There is a risk that BCC'S investments in subsidiaries may require greater than anticipated capital investment.</p>	<p>Constant</p>	<p>20 Likelihood = 4 Impact = 5</p>		<p>6 Likelihood = 2 Impact = 3</p>													
<p>Risk Causes: Failure to have effective corporate governance arrangements in place in one or more of the companies. Failure to ensure the right leadership with the right skills across the Companies. Business Failure due to severe economic downturn caused by external factors (incl. Pandemic & Brexit). Service delivery failure as a result of specific market changes (e.g., recycle market, housing market, volatility in gas and electric market prices, delays in timing of income from customer heat network connections), failure to secure planning etc. Delivery of BE2020 wind up within financial envelope. Legislation changes. Cyber Security - risk that key systems are compromised and that sensitive data is stolen Failure to develop and grow commercial trading activities</p> <p>Risk Consequences: - Financial Loss - Reputational damage to the council - Impact to service provision provided by subsidiary companies</p> <p>Risk Owner(s): Chief Executive and S151 Officer.</p>	<p>Existing Controls</p> <p>Control</p> <ol style="list-style-type: none"> Audit and Risk Committee - Supports on issues of risk, control and governance Board Effectiveness Reviews to be annual workforce planning 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 Effective engagement with BHL re reserved matter decisions and wider engagement with BCC Client teams to review performance, quality and set clear KPIs Shareholding Group Weekly progress review provided and regular review of assumptions, cash flow and risks 					<p>Mitigating Actions</p> <table border="1"> <thead> <tr> <th>Action Title</th> <th>Due Date</th> <th>Progress</th> </tr> </thead> <tbody> <tr> <td>No actions</td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Action Title	Due Date	Progress	No actions							
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No actions																	
<p>Portfolio Flag: Finance, Governance and Performance</p> <p>Strategic Theme: Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing</p>	<p>Summary of Progress: Assessment remains the same. Potential Financial loss/ need to fund BWC likelihood of this remains high indicated from forecasts received from BWC driven by increased costs from pay negotiations with the unions and other inflationary pressures.</p>																


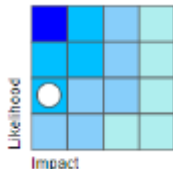
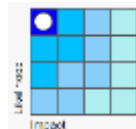
Appendix A – Resources Directorate Corporate Risk Register Q2 2023-2024 as at September 2023



Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level		
<p>Risk Title: CRR49 - Potential Impact of Weak Workforce Resilience</p> <p>Description: A lack of workforce resilience or capacity to provide statutory services and achieve strategic aims and objectives</p>	<p>Improving</p> 	<p>9</p> <p>Impact 3 = Likelihood= 3</p>		<p>6</p> <p>Impact=3 Likelihood = 2</p>		
<p>Risk Causes: Failure to recruit – particularly in specialist areas where the market is highly competitive COVID-19 impact in labour market and workforce sickness High levels of staff turnover High staff sickness levels Ineffective prioritisation of workloads</p> <p>Risk Consequences: Key services fail – inability to meet service demands Statutory and/ or regulatory obligations are not delivered Strategic priorities and aims are not delivered. The council becomes unfocused, and demand led. Increasing levels of sickness absence Higher staff turnover and loss of talent HSE/Legal action Reputational damage Poor customer satisfaction leading to complaints and requests for compensation</p>	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 		<p>Workforce Strategy is currently being refreshed and will have workforce resilience and wellbeing as a primary theme</p>	<p>March 2024</p>	<p>75%</p>	
<p>Risk Owner(s): Chief Executive, Director of Workforce and Change</p> <p>Portfolio Flag: City Economy, Finance & Performance</p> <p>Strategic Theme: Our Organisation</p>	<p>Summary of Progress: The likelihood has been re-assed to Likely, and the impact re-assessed to Moderate. This is because the internal controls in place are effective and targeted work is in place to support services at a higher risk around workforce resilience.</p>					



Opportunity Risks

Opportunity Risk	Trend	Current Risk Assessment		Risk Tolerance Level		
<p>Risk Title: OPP01 - Possible Impact of One City Approach</p> <p>Description: The One City Approach will offer a new way to plan strategically with partners as part of a wider city system.</p>	<p>Constant</p> 	<p>14</p> <p>Likelihood = 2 Impact = 7</p>		<p>28</p> <p>Likelihood = 4 Impact = 7</p>		
<p>Risk Causes: 1. Mayoral aspiration and widespread partner sign-up to principles</p> <p>2. Work to date has produced outline plan and engaged partners in the long-term vision and necessary work to complete the plan</p>	Existing Controls		Mitigating Actions			
	Control		Action Title	Due Date	Progress	
<p>Risk Consequences:</p> <p>1. The council can plan as part of a wider city system, making stronger plans based on agreed city priorities which already have partner buy-in</p> <p>2. Potential to make financial and efficiency savings and/ or deliver better services and/or reduced demand for service, reducing costs whilst improving citizen outcomes. Update April 2020: 3. Relationships already built can accelerate communication, collaboration and effective delivery of a coherent plan for the city's recovery from Covid-19</p>	<p>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.</p>		<p>Set up Partnership Board</p>	<p>September 2023</p>	<p>80%</p>	
<p>Risk Owner(s): Director Policy, Strategy and Partnerships.</p>						
<p>Portfolio Flag: Finance, Governance and Performance</p>	<p>Summary of Progress: Good engagement with Committee Member Working Group about One City but awaiting future session to confirm the group's view about the model, which will be influential.</p>					
<p>Strategic Theme: Our Organisation</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.

Appendix A – Resources Directorate Corporate Risk Register Q2 2023-2024 as at September 2023



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.