

Threat Risks											Updates automatically		Updates automatically	
Risk Title	Risk Description	Key Causes	Key Consequences	Status Open / Closed	Risk Category	Key Mitigations	Current Risk Level				Monetary Impact of Risk £k	Council Risk Appetite for the risk type identified	Does the risk exceed the council's risk appetite?	Financial Risk Exposure
							Likelihood	Impact	Risk Rating	Risk Level				
Unrealistic expectations	Publication creates demand for multiple actions to be progressed faster than set out.	Community, audience or stakeholder need develops at a faster pace.	Support for the document and its content starts to dissipate. Strategy actions not progressed or opportunities missed.	Open	Reputation	Ensure early progress is made on priority actions where funding or opportunities allow. Ensure actions are considered flexibly and regularly reviewed so that good opportunities to make progress are not missed. Review action plan as a whole every 3-5 years to ensure it is still relevant to the needs of the Council, residents, stakeholders and park users.	2	3	6	Medium	Unknown	Cautious	Yes	
Misinterpretation of quantity provision standards	Quantity standards are accidentally or deliberately misinterpreted through development management processes	The m2 / person level is set using a future population projection.	An erroneous case is made that a contribution to new green space provision is not required.	Open	Service Provision	A paper setting out the correct interpretation of open space provision standards is published alongside the Strategy. The provision of new space is restricted in the main to areas of growth and regeneration. The city's need for new green space will be made clear by the Council in development briefs and masterplan exercises.	2	3	6	Medium	Unknown	Cautious	Yes	
Community engagement and support	A lack of resource and skills required to deliver a core objective to deliver Strategy aspirations by working with others, in partnership, with volunteers and with communities.	The current Parks Service staff structure is not appropriate to effectively support communities as needed to meet the aspirations of the Strategy.	Necessary staffing reductions due to austerity budget cuts have reduced the capacity to support non-critical roles and non-operational roles.	Open	Service Provision	Delivery will involve tapping into internal and external expertise and knowledge outside of the Service area. This includes the city's anchor organisations, the Council's community development team and the skills and knowledge within communities and community groups. The Service will review its existing structure with a view to creating more community engagement and support capacity where possible.	3	3	9	Medium	Unknown	Cautious	Yes	
Pace of delivery	Unable to deliver at the pace set out in the action plan.	Lack of resources - either internal and external - lack of funding or opportunity.	Key strategy commitments not implemented or not implemented to the published timescale.	Open	Service Provision	Strategy objectives and aspirations to be integrated to service plans and workplans each year. Resources to be actively sought to deliver actions. Targeted approaches to third parties made regularly to support delivery.	2	3	6	Medium	Unknown	Cautious	Yes	
Managing for nature	Raised concern that managing more land for nature will restrict recreational use and function.	Notification of intent in PGSS without finer location detail.	Increased resident communication with the Council. Reputational harm to a core council policy.	Open	Reputation	Take forward local consultation when change is proposed and amend approach accordingly. Publish online material that identifies the overall approach being taken and the map-based material to show the location of management regime changes. Generate communications plan to set out the rationale for change and the benefits expected.	3	3	9	Medium	Unknown	Cautious	Yes	
Policy aspirations migrate over time	The policies and actions set out become obsolete.	Administration priorities change over the 15-year lifetime of the Strategy. Budgets and resources change over time. Park user and stakeholder priorities change over time.	Strategy loses legitimacy and effectiveness in guiding service plans, work plans and council decisions and communications.	Open	Service Provision	Review action plan as a whole every 3-5 years to ensure it is still relevant to the needs of the Council, residents, stakeholders and park users.	1	3	3	Minor	Unknown	Cautious	No	
Green Recovery Fund project	The project as set out is not able to be delivered in whole or part.	The grant application to WECA is unsuccessful or only successful in part.	The project is scaled back with elements not taken forward.	Open	Service Provision	Create smaller scale option to proceed with works that support the Service being 'Biodiversity Net Gain offsetting' ready. Funding will be provided by capital allocated in the budget Feb 2024.	2	3	6	Medium		Cautious	Yes	
Impact on individual parks	Level of clarity as to how policies and actions may affect individual parks and green spaces.	The Strategy sets a strategic direction and therefore doesn't set to target aspirations for individual sites. However the concern or interest for most residents is about their local park.	Dilutes the level of interest in the Strategy as unclear for people 'how it affects them'. Investment and management changes to a particular green space come 'as a surprise' to residents. Local impacts of strategic policies may lack support.	Open	Communities	Ensure that local changes are informed by engaging with Councillors, communities and stakeholders and/or consulted on locally. Build relevant information at a more granular level into the Information Hub proposed by the Strategy.	2	3	6	Medium		Cautious	Yes	

Opportunity Risks											Updates Automatically	
Opportunity Risk Title	Risk Description	Key Causes	Key Consequence	Status Open / Closed	Risk Category	Key Mitigations	Current Risk Level				Monetary Impact of Risk	Financial Opportunity Exposure
							Likelihood	Impact	Risk Rating	Risk Level	£k	
More sites managed better for nature	A greater proportion of green spaces will be managed for nature and improve the city's biodiversity and ecological resilience.	The Green Recovery Fund bid catalysing a new approach to manage parks for nature.	A change in the approach to grounds maintenance tasks so that they benefit nature, the creation of new habitats, and greater community input and volunteering on tasks that benefit nature.	Open	Environmental	A successful funding bid submitted and subsequent alignment and of resources and activities.	4	5	20	High	Unknown	
More community activity	The emphasis on improving services with partners and volunteers will generate greater need and opportunity.	The Strategy's principle of being collaborative, and with community participation as a core theme, will create need and opportunity for greater community activity.	Quality improvements to parks may result that were not otherwise possible to achieve.	Open	Service Provision	Seek to increase the likelihood and/or the impact of the opportunity in order to maximise the benefit. Seek to create a support structure for volunteering and community ownership.	4	3	12	Medium	Unknown	
More long-term local decision-making	Greater community support resource inputs may lead to more permanent community groups developing who continue to be key stakeholders.	Working with new communities and stakeholders may lead to them becoming self-organised and motivated to continue.	Quality improvements to parks with sites more animated and focussed more directly on community need and aspiration.	Open	Service Provision	Seek to increase the likelihood and/or the impact of the opportunity in order to maximise the benefit. Seek to create a support structure for volunteering and community ownership.	2	3	6	Medium	Unknown	
Parks will be come more inclusive spaces	The greater emphasis on being equitable and inclusive will result in more inclusive spaces and better communications, with more people visiting from Bristol's diverse communities and more Disabled visitors.	More frequent and meaningful engagement with Disabled people and other communities of need or locality will generate more on-site changes that benefit those communities directly.	Improved satisfaction with the quality of green spaces by all Bristol citizens and more frequent visits.	Open	Communities	Seek to increase the likelihood and/or the impact of the opportunity in order to maximise the benefit.	3	5	15	High	Unknown	
Community resources and fundraising	Opportunity that heightened community interest and activity will lead to more residents directly involved in managing and maintaining parks and more fundraising activities.	The Strategy's principle of being collaborative, and with community participation as a core theme, will create need and opportunity for greater community activity.	Quality improvements to parks may result that were not otherwise possible to achieve.	Open	Service Provision	Develop formal partnerships and relationships to manage the opportunity, which can maximise the likelihood of it happening and increase the potential benefits	3	5	15	High	Unknown	

£0.00

<b>Threat Risks</b>	
Number of Open Risks	<b>8</b>
<b>CRITICAL</b>	<b>0</b>
<b>HIGH</b>	<b>0</b>
<b>MEDIUM</b>	<b>7</b>
<b>LOW</b>	<b>0</b>
<b>Cost Risk Exposure</b>	<b>£0.00</b>
<b>Number of risks exceeding risk appetite</b>	<b>7</b>
<b>Number of risks within risk appetite</b>	<b>1</b>

<b>Opportunity Risks</b>	
Number of Open Risks	<b>5</b>
<b>SIGNIFICANT</b>	<b>0</b>
<b>HIGH</b>	<b>3</b>
<b>MEDIUM</b>	<b>2</b>
<b>LOW</b>	<b>0</b>
<b>Cost Opportunity Exposure</b>	<b>£0.00</b>

## LIKELIHOOD AND IMPACT RISK RATING SCORING CRITERIA

### 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.