Place Scrutiny Commission

8th December 2016

Report of:	Strategic Director - Place
Title:	Directorate Risk Register Review November 2016
Ward:	Citywide
Officer Presenting Report:	Barra Mac Ruairi, Strategic Director - Place
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Recommendation

The Commission review and scrutinise the Directorate Risk Register as at 30th November 2016 which is attached to this report.

Summary

This report presents the Directorate Risk register. Directorate Risk Registers are reviewed by Directorate Leadership Teams on a quarterly basis and will be provided for scrutiny at six monthly intervals.

The significant issues in the report are:

- Corporate Risk in the context of Directorate risk consideration (Paragraph 4)
- Process for review of Directorate risks. (Paragraph 5.2)
- Issues arising from the Directorate Risk Register (Paragraph 5.5)
- The full directorate risk register (Appendix 1)

Policy

1. *The Audit Committee is responsible for providing independent assurance to the Council regarding the effectiveness of its strategic risk management arrangements. The Council has a Risk Management Policy which requires strategic risks to the Council, and details of how they are managed to be recorded in strategic risk registers – the Corporate and Directorate Risk Registers. Whilst the Corporate risk Register is scrutinised by the Audit Committee on a six monthly basis, it was agreed at Overview and Scrutiny Management Board, that the Directorate Risk Registers will be scrutinised by each Directorate scrutiny twice a year. They will however also be provided once each year to Audit Committee, for information (not scrutiny) to provide the Audit Committee with assurance that Directorate Risk Registers are in place and effectively scrutinised.*

Consultation

2.   **Internal**
Directorate Leadership Team / Risk Owners / Cabinet Member - Place

3.   **External**
Not applicable

4.   **Background – Risk Management and the Corporate Risk Register**

4.1. Risk is defined in the Risk Management Policy as 'the chance of something happening that will impact (positively or negatively) on the achievement of the Council's Objectives'. Risk Management is the planned and systematic approach to the identification, evaluation, prioritisation and control of risks and opportunities facing the Council Management.

4.2. Risk Assessment is the measure of likelihood and impact on objectives of an uncertain action of event.

4.3. The Corporate Risk Register (CRR) is an integral element of the Council's Strategic Risk Management arrangements and aims to support the delivery of the Council's objectives by setting out the strategic high level risks facing the Council in delivering its plans and how they are ensuring these risks are effectively managed.

4.4. The CRR is used by the Strategic Leadership Team to monitor risk levels and take assurance that all necessary steps are being taken to ensure the risks are managed to a level acceptable to them.

4.5. The CRR is currently under review but at this time includes the following risks:

- **Safeguarding (Amber)** – The Council fails to ensure adequate safeguarding measures are in place, resulting in harm or death to a vulnerable adult or child.

- **Organisational Achievement and Resilience (Red)** - The Council fails to maximise opportunities afforded by the Single Change Programme to deliver and achieve the Mayoral

and corporate objectives and maintain its resilience into the future.

- **Governance (Amber)** - The Council fails to comply with internal controls and to effectively meet the framework of obligations within the statutory Annual Governance Statement and the Code of Corporate Governance.

- **Infrastructure (Red)** - The Council fails to generate the investment necessary to maximise its influence upon the delivery and maintenance of a sustainable infrastructure which will support the City to grow and prosper.

- **Community resilience (Red)** - Failure of the Council and the community at large to anticipate, sufficiently mitigate, respond to or recover quickly enough from a significant and unexpectedly disruptive event. This risk is focused on how the Council and communities can adapt to significant changes in society over time rather than focussing on the Council's physical infrastructure that is in place to contribute when such an event occurs – this is considered in risk 4 – Infrastructure.

- **Finance (Red)** - Failure to deliver robust Financial Plans that will secure ongoing financial resilience to deliver statutory services and mayoral priorities.

- **Educational Attainment (Amber)** - Failure to focus and prioritise resources to effect the changes necessary to ensure the equality of educational opportunities across all ages and all communities.

- **Demographic and Service Pressures (Amber)** - The Council fails to appropriately manage demand for its services and does not maximise all potential delivery methods to ensure that services are provided in the most cost effective way.

- **Devolution (Red)** - Failure of the Council to work with the neighbouring authorities and the community at large to maximise the benefits of the Government devolution agenda to the best advantage of the people of Bristol and across the West of England.

- **Delivery Democracy (Green)** - Failure to deliver statutory elections and comply with all legal requirements.

- **Trading Company Operations (Amber)** - Successfully managing the trading companies where the Council is the majority Shareholder, or has an interest in the Company.

5.   The Directorate Risk Register

5.1.   As well as Corporate Risks, Directorate Risk Registers (DRR) detail risks faced by each Directorate. The DRR is owned by the Strategic Director and is used by the Directorate Leadership Team to ensure and monitor that risks are effectively managed.

5.2. The Directorate Risk Register was developed following:

- DLT Risk identification and assignment of a risk owner who is responsible to ensure each risk is effectively managed
- Detailed work with the Risk Owner to determine key current mitigations and further actions to ensure the risk is properly managed
- Re-review by DLT to ensure risk levels are correctly identified and target risk levels are acceptable

5.3. The Place Directorate Risk Register is attached as Appendix 1 for scrutiny. The register is presented in the standard format agreed by ELT / SLT and uses the risk management methodology in the risk management policy agreed by the SLT and the Audit Committee in November 2014. Appendix 2 provides helpful extracts from that policy to assist Members in understanding risk levels recorded in the register. The risk matrix, Guidance parameters used to measure impact and Guidance parameters used to measure likelihood.

5.4. The timing of presentation of the Directorate Risk Register to Scrutiny is such that the commission are also receiving information concerning Directorate performance at this meeting. It is envisaged that both the risk and performance information provided to the Committee should be reviewed together to aide effective challenge to both sets of information.

5.5. The Place Directorate Scrutiny Commission last received the Directorate Risk Register on 14th July 2016. The following paragraphs summarise the key changes to the risk environment since then:

5.6. No new risks have been identified and added to the register since the last review.

5.7. No risks have been removed from the register since the last review.

5.8. Risk levels have remained unchanged in the following areas:

5.8.1. Programme Delivery
5.8.2. Service Delivery (Staff Resources)
5.8.3. Service Delivery (Financial Resources)
5.8.4. Service Delivery (Governance)
5.8.5. Relocation of the Traffic Control Centre
5.8.6. Construction of the Hinkley Point Power Station

Other Options Considered

6. None necessary

Risk Assessment

7. Robust and effective strategic risk management arrangements are essential in helping the Council manage its business and deliver its priorities.

Public Sector Equality Duties

None necessary for this report

Legal and Resource Implications

Legal
None sought

Financial
(a) Revenue
None arising from this report

(b) Capital
None arising from this report

Land
Not applicable

Personnel
Not applicable

Appendices:
Appendix 1 – Place Directorate Risk Register
Appendix 2 – Risk Matrix, Guidance parameters used to measure impact and Guidance parameters used to measure likelihood

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985
Background Papers:

None

PLACE DIRECTORATE RISK REGISTER

Situation as at Quarter 2: 2016/17

Updated: 09/11/2016

The following Risks are included in the Risk Register (Details on the separate worksheets):

1 **Programme Delivery**

2 **Service Delivery (Staff Resources)**

3 **Service Delivery (Financial Resources)**

4 **Service Delivery (Governance)**

5 **Traffic Control Centre**

6 **Construction of the Hinkley Point Power Station**

Risk Matrix - Guidance Note

1	**Programme Delivery**	Risk Owner: **Barra Mac Ruairí**	Updated: **10/11/2016**

Risk Overview

Risk Description: The Place Directorate is responsible for the delivery of a large range of Projects and Programmes, to support delivery of Corporate Strategies and Policies, and services across the City Council. Their successful delivery is dependent on a range of factors, and so each project / programme has its own risks, which are addressed by specific risk registers embodied within the management of the project / programme. However, there are some cross-cutting and generic issues which are addressed by this risk.

Causes: Lack of effective programme governance, inadequate strategic programme planning, management and resources. Need to ensure that the delivery of the programmes / projects and the mitigations identified are embedded within the relevant Service / Team plans and My Performance individual work programmes.

Consequences: Failure to deliver programmes / projects on time and in accordance with the project specifications, could impact on service delivery across the organisation, and the failure to deliver essential infrastructure projects could impact on the ability of the City to grow and prosper. Impact on community. Reputational damage. Loss of confidence in the Council and the City. Future investors are not attracted to Bristol. Operational impacts e.g. transport problems.

Horizon: Medium to long term

Risk Rating	Likelihood	Impact	Risk Level	Risk Direction
Current	Probable (4)	Critical (3)	Total Score (12)	⟷
Target	Possible (3)	Critical (3)	Total Score (9)	No Change

Relationship with Corporate Risk Register	
CRR2: Organisational Achievement and Resilience	**The organisation is undergoing a process that will have a significant impact on the workforce, which may impact on programme / project delivery.**
CRR3: Governance	**Good governance and programme / project management is essential to the successful delivery of the capital programme, and the need for this is addressed in the Directorate Risk.**
CRR4: Infrastructure	**Place has responsibility to the successful delivery of a number of the identified project areas within this Risk.**
CRR6: Finance	**Delivery of projects on time and in an budget is an essential element of good project management, and of increased importance with the organisation facing increased financial pressures.**
CRR11: Trading Company Operations	**Projects associated with the Energy Company have formed an important element to the Capital Projects programme.**

Current Mitigations in place and working effectively	Responsible Officer	Further Actions Required	Time-frame for Action	Responsible Officer for Action
1.1 **Programme Governance** Good governance is essential to ensure that a strategic overview is maintained over the wide range of programmes that the Directorate is responsible for, and to ensure that they are properly managed to ensure successful delivery of the programme and to ensure the identified benefits are realised.	Barra Mac Ruairí			
a. A Place Programmes, Projects & Performance Board (PPP) has been established to manage the programmes being delivered by the Directorate, consisting of members of the Directorate Leadership Team and chaired by the Strategic Director.	Barra Mac Ruairí		Meets Monthly	Barra Mac Ruairí
b. The Corporate Capital Programme Board routinely reassesses and challenges the capital commitment and project slippage.	Barra Mac Ruairí		Meets Monthly	Barra Mac Ruairí
1.2 **Major Projects Unit** The PPP Board has identified the need for support to ensure that the directorate portfolio is managed at a strategic level; and to provide targeted additional support to individual projects and programmes as required.	Alistair Reid	The Service Manager is now in post; the agreed establishment of the Major Projects Unit will be taken forward as part of the Place Directorate's Sustainable Business Plan work and managed as part of PPP.	Monthly	Alistair Reid
1.3 **Programme Management** Effective management is essential to the successful delivery of the programmes, to ensure the effective use of resources and to ensure compliance with best practice, and with due regard to corporate policies and practices. Each Programme will be managed have an identified Programme Manager, and Board, and will prepare regular Highlight reports identifying progress and issues.	Alistair Reid	Ongoing compliance. In place	Monthly	Alistair Reid

Current Mitigations in place and working effectively	Responsible Officer	Further Actions Required	Time-frame for Action	Responsible Officer for Action
1.4 Divisional Financial Management The ranges of programmes are financed through a number of different finance streams, including fee income derived from clients. Any shortfall in income could impact the ability to deliver a project / programme on time. Budget over-runs could also endanger delivery of programmes if costs exceed the funds available. • Close management of budgets form part of the regular Highlight Reports. • Forecasting and escalation of concerns at early stage	All Service Directors and Tian Ze Hao	Regular Financial Management and Budgeting is addressing this issue. Due to the complex nature of funding streams for each of the programmes, funding and budget monitoring need to be understood and implemented on a project basis. The finance management of projects are undertaken at teh project level and are managed through the the Council's financial management structure which include but not limited too monthly forecasting and reporting of spend, capital board, PLT, PPP	Monthly	All Service Directors and Tian Ze Hao
1.5 Risk Management It is essential that the management of Projects and Programmes incudes a robust and consistent approach to risk management to optimise successful delivery. A corporate approach to risk management has been established that should be adopted at all levels of the organisation, and should be established with the current risk management used for projects and programmes.	Barra Mac Ruairí	Ongoing compliance.	Ongoing	Barra Mac Ruairí
1.6 External Contractors In a number of cases, successful programme delivery will be reliant on the availability of suitably qualified contractors, and their effectiveness in delivering their part of the programme.	Alistair Reid	External contractors are procured in line with BCC Procurement Policies which include assessment of the robustness of the contractor's own business. The Directorate has a robust Project Management regime which will further mitigate and manage any risks.	Ongoing	Alistair Reid
1.7 Unified Approach to Planning The delivery of the programmes / projects and the mitigations identified are embedded within the relevant Service / Team plans and My Performance individual work programmes to ensure that they are embedded with the overall work programme of the Directorate.	Barra Mac Ruairí	The Capital Portfolio Office will ensure that this is done to the required consistency and quality standards.	Ongoing	Alistair Reid

2	**Service Delivery (Staff Resources)**	**Risk Owner: Barra Mac Ruairí**	**Updated: 10/11/2016**

Risk Overview

Risk description: Lack of staff with the relevant skills to deliver the Directorate Work Programme / Corporate Plan Outcomes, and the ability to respond quickly to changing organisational needs.

Cause: The Council has gone through an unprecedented period of change, with has involved a complete restructuring, significant reductions in budgets and the loss of a large number of staff, a number of who had substantial experience and critical skills, and the re-focussing on the organisation in line with the new Corporate Plan.
There is a lack of a strategic approach to workforce planning and development, designed to maximise staff mobility and the development of a longer term approach to staff training and development "growing" the skills that will be required in the future.

Consequence: The Directorate is less able to deal with peaks in demand / new or urgent work demands, which could lead to inability to deliver services on target, or to the required standard. The need to deliver some services though contractors can lead to less flexibility. Reduced pool of skilled staff to deliver specialised functions, and to work on programmes and projects.

Horizon: Medium to long term

Risk Rating	Likelihood	Impact	Risk Level	Risk Direction
Current	Probable (4)	Critical (3)	Total Score (12)	⟷
Target	Possible (3)	Critical (3)	Total Score (9)	No Change

Relationship with Corporate Risk Register	
CRR2: Organisational Achievement and Resilience	**The organisation is undergoing a process that will have a significant impact on the workforce, which may impact on the delivery of its services, and which will need to be factored in to its planning and performance management processes.**
CRR3: Governance	**Good governance, workforce planning and performance management is essential to the successful delivery of the work programme, and the need for this is addressed in the Directorate Risk.**

Current Mitigations in place and working effectively	Responsible Officer	Further Actions Required	Time-frame for Action	Responsible Officer for Action
2.1 **Workforce Planning** There is a need for a more strategic approach to resource management, ensuring the ability to move staff across the organisation to deal with work demands, and to take a longer term approach to staff training and development "growing" the skills that will be required in the future.	All Service Directors and Mark Williams	Workforce Planning priorities to be aligned with the relevant theme in the Place Directorate Strategy 2016-24. This is being progressed as part of the Place Directorate Year 3 Directorate Transformation Strategy (Theme 4). Further work being undertaken to develop a clear plan of CPD requirements for staff at all levels. This is being progressed as part of the Place Directorate Year 3 Directorate Transformation Strategy (Theme 4).	On-going	Mark Williams

Current Mitigations in place and working effectively	Responsible Officer	Further Actions Required	Time-frame for Action	Responsible Officer for Action
2.2 Business Planning A robust and co-ordinated approach to Business Planning will support the development of service plans that prioritise service delivery in line with available resources and corporate priorities, and provide a mechanism to transfer resources, where required, to high priority areas of the business.	Barra Mac Ruairí	Strategic alignment between Corporate Plan and the Mayoral Vision through to My Performance target setting for individual members of staff. This is being achieved through the Place Directorate's Sustainable Business Plan and Year 3 Directorate Transformation Strategy.	Ongoing	Barra Mac Ruairí
2.3 Staff Supervision and Performance Management A robust and consistent approach to individual staff development and performance management will help deliver the work programme	All Service Directors	The implementation of a new corporate staff performance management system (My Performance) and the associated management training should help improve performance, identifying clear individual performance targets and staff training and development needs. Progress made. There is a Corporate directive that all My Performance reviews for 2015/16 must be completed by 30 June 2016. -- The Property restructure is complete with a few posts yet to be recruited to.	On-going Completed Work-in-progress	
2.4 Programmes, Projects and Performance (PPP) Board The PPP board provides a forum to pull together the full range of performance / programme management issues, aligned to requirements of the Corporate Plan. This should enable a strategic approach to resource management, identifying where resources are required, prioritising need and taking the appropriate action to address resource issues as they develop.	Barra Mac Ruairí	Good progress achieved, including prioritising recruitment of Senior Project Managers to ensure the delivery of key Spatial Programmes.	Monthly	Barra Mac Ruairí

3	**Service Delivery (Financial Resources)**	**Risk Owner:** **Barra Mac Ruairí**	**Updated:** **10/11/2016**

Risk Overview

Risk description: The Council is going through an unprecedented period of change, with a need to make substantial savings as identified through the Medium Term Financial Plan (MTFP).

Causes: Within the MTFP there are expectations in-built as regards to pressures, income from fees, charges and other sources – should this income not be achieved there is a likelihood of an impact on service provision, and the delivery of the Capital Programme. With the creation of new structures, and the loss of experienced staff, there may be a pressure to recruit additional resources, or employ consultants, to deliver - which could place pressure on the MTFP.

Consequences: With fewer resources and limited budgets the organisation is less able to deal with changing / additional workloads without placing additional demands on the MTFP.

Horizon: Medium to long term

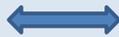| Risk Rating	Likelihood	Impact	Risk Level	Risk Direction
Current	Probable (4)	Critical (3)	Total Score (12)	⟷
Target	Possible (3)	Critical (3)	Total Score (9)	No Change

Relationship with Corporate Risk Register	
CRR2: Organisational Achievement and Resilience	The organisation is undergoing a process that will have a significant impact on budgets, which may impact on the delivery of its services, and which will need to be factored in to its planning and performance management processes.
CRR3: Governance	Good governance and budget management, and the impact on the planning processes will be essential to the successful delivery of the work programme, and the need for this is addressed in the Directorate Risk.
CRR6: Finance	Delivery of services to the required standard and on budget is an essential element of good management, and of increased importance with the organisation facing increased financial pressures.

Current Mitigations in place and working effectively	Responsible Officer	Further Actions Required	Time-frame for Action	Responsible Officer for Action
3.1 **Budget Management**				

Current Mitigations in place and working effectively	Responsible Officer	Further Actions Required	Time-frame for Action	Responsible Officer for Action
Strict budget management will be required, in parallel with performance and programme management, to ensure that an overview of these inter-related issues is maintained. Issues need to be identified early, so that that appropriate action can be taken to address any pressures developing, either by the re-allocation of resources or the reduction in service levels in lower priority areas. The Programmes, Projects & Performance (PPP) Board provides a forum to pull together the full range of financial, performance and programme management issues, aligned to requirements of the Corporate Plan, enabling a strategic approach to financial management, prioritising need and taking early action to address financial issues as they develop.	All Service Directors and Tian Ze Hao	The Place Directorate's Sustainable Business Plan and Long Term Financial Model will be part of the overall strategy of the Council and will underpin the Place Directorate's long term strategy.	Monthly	All Service Directors and Tian Ze Hao

	Current Mitigations in place and working effectively	Responsible Officer	Further Actions Required	Time-frame for Action	Responsible Officer for Action
3.2	**Business Planning** A robust and co-ordinated approach to Business Planning will support the development of service plans that prioritise service delivery in line with available resources and corporate priorities, and provide a mechanism to transfer resources, where required, to high priority areas of the business.	All Service Directors and Tian Ze Hao	Strategic alignment between Corporate Plan and the Mayoral Vision through to My Performance target setting for individual members of staff. This is being achieved through the Place Directorate's Sustainable Business Plan and Year 3 Directorate Transformation Strategy.	on-going	All Service Directors and Tian Ze Hao

4	**Service Delivery (Governance)**	**Risk Owner: Barra Mac Ruairí**	**Updated: 10/11/2016**

Risk Overview	**Risk description:** The work programme within Place is reliant on a number of different governing / decision making bodies, including the Mayor, Full Council, Boards and Partnerships, and it is essential that a good working relationship and a consensus is maintained to ensure that the various work streams can be delivered.					
	Causes: Different Stakeholders may have agendas / priorities that do not fully accord with those of the City Council; or the need to await decisions in a range of different forums may impose delays and affect established project / programme plans.					
	Consequences: The inability to reach a decision could jeopardise delivery of a project, which could impact on the broader area beyond the boundaries of Bristol City Council, and potentially lead to additional or aborted costs, and bring the process / organisation into disrepute.	**Risk Rating**	**Likelihood**	**Impact**	**Risk Level**	**Risk Direction**
		Current	Possible (3)	Significant (2)	Total Score (6)	⟷
	Horizon: Medium to long term	**Target**	Possible (3)	Significant (2)	Total Score (6)	No Change

Relationship with Corporate Risk Register	
CRR3: Governance	**Good governance, planning, performance and programme / project management are important elements in the successful delivery Directorate work programme.**
CRR6: Finance	**Effective budget management is essential, as part of good management, particularly in a time of budgetary pressures.**
CRR8: Demographic and Service Pressures (It has been proposed that the title of this risk be changed to "City Growth Pressures")	**Many of the services / programmes delivered by the Directorate are influenced by, or will influence, the growth of the City.**
CRR9: Devolution	**This has the potential to have considerable impact on the nature and management of the services delivered by the Directorate, and may require changes to governance to reflect the changing administrative situation.**
CRR11: Trading Company Operations	**The Governance arrangements for these companies may impact on the overall Governance arrangements of parts of the organisation.**

Current Mitigations in place and working effectively		**Responsible Officer**	**Further Actions Required**	**Time-frame for Action**	**Responsible Officer for Action**
4.1	**Political Leadership** Policies and decisions in a number of areas rest with the Mayor, the Cabinet and/or Full Council; with an established Scrutiny Function that provides challenge to decisions made.	Barra Mac Ruairí		Ongoing	Barra Mac Ruairí

	Current Mitigations in place and working effectively	Responsible Officer	Further Actions Required	Time-frame for Action	Responsible Officer for Action
4.2	**Corporate Plan** The work of Bristol City Council is focussed on delivering the Corporate Plan, which provides a strategic framework and priorities. The PPP Board has identified where Programmes support specific Corporate Priorities, or where they deliver on a wider, cross-cutting basis, and this can be used to help prioritise delivery of the overall work programme.	Barra Mac Ruairí	This needs to be kept under review, and new programmes allocated as appropriate, to ensure that the overall portfolio remains relevant to the strategic aims of the City Council.	Ongoing	Barra Mac Ruairí
4.3	**Business Planning** To support delivery of the Corporate plan, and to clarify the work programmes, budgets and resource management of the business a range of strategic and operational plans are required, to establish the strategic alignment from the overarching Corporate Plan to the work of the individual. These plans include Service, Team and Programme / Project plans.	Barra Mac Ruairí	The Place Directorate's Sustainable Business Plan is being progressed. On completion of the above, the need for Divisional and Service Team Plans will be reviewed and taken forward where appropriate.	Ongoing	Barra Mac Ruairí
4.4	**Management Overview** Management maintain an overview of performance and delivery across the organisation though a series of established meetings, these include: • Strategic Leadership Team (SLT) • Directorate Leadership Team (DLT) • Divisional Management Team (DMT) • Programme Boards • Project Boards • Team meetings In addition, Place has developed the Programmes, Projects & Performance (PPP) Board to maintain a clear overview of Programmes, Projects and Performance issues.	Barra Mac Ruairí	Ongoing – Weekly / Monthly Cycle of meetings.	Ongoing	All Service Directors

5	**Relocation of the Traffic Control Centre**	**Risk Owner: Peter Mann**	**Updated: 10/11/2016**

Risk Overview	**Risk description:** A failure before, or during, the relocation of the Traffic Control Centre from Wilder House, leading to a potential critical failure of the traffic management systems across the city. In the longer term this move and upgrade will improve the stability of the existing traffic control systems, which are currently outdated and unsupported by the manufacturers.
	Causes: Current ageing systems are no longer supported by manufacturer's being relocated and updated, with two currently separate systems being consolidated in the same control centre, with the potential risks of a systems failure.

	Risk Rating	**Likelihood**	**Impact**	**Risk Level**	**Risk Direction**
Consequences: Significant city wide congestion, potential for gridlock in city centre during busy periods.					
Horizon: Medium to long term	**Current**	Possible (3)	Critical (3)	Total Score (9)	⬇
	Target	Possible (3)	Critical (3)	Total Score (9)	Reduced

Relationship with Corporate Risk Register	
CRR5: Community Resilience	**This project is specifically linked to the creation of a new, integrated operations centre at 100 Temple Street, which involves the co-location of existing control centres (Emergency Management, Traffic Management & CCTV monitoring/Concierge) to provide technical and operational resilience for city wide critical infrastructure and service provision.**

	Current Mitigations in place and working effectively	**Responsible Officer**	**Further Actions Required**	**Time-frame for Action**	**Responsible Officer for Action**
5.1	**Control Room Relocation Project** Approval has been given for the Control Room Relocation project that will involve the construction of an Operations Centre at 100 Temple Street, built to achieve an "accredited" environment, and including the replacement of core systems to meet the current operational requirements of the City Council. The project will bring together staff from the Emergency Control Centre (Brunel House), Traffic Control Centre (Wilder House) and the CCTV Control staff (John Couzens House).	Peter Mann	Project managed with appropriate governance and risk management processes in place, including regular progress reports. There have been some delays with procurement but in general the project is largely on target.	On-going	Adam Crowther / David Towns
	a. Specialist requirements - specification of control room accommodation and systems create internal capacity and capability risk.	Steven Pendleton	Appropriate engagement of expert consultants for procurement completed. Procurement of subject matter experts (SME) now under way. Accreditation level agreed, final building design work now in process.	In place	Adam Crowther / David Towns
	b. Procurement process issues impacting on timescales.	Steven Pendleton	Supplier competition and value confidence through use of standard procurement frameworks, dedicated procurement resource to manage supplier contract negotiations. Delay in appointment of procurement expert has delayed SME procurement, timescale revised by PM.	In process, timescales reduced through use of Archus	Adam Crowther / David Towns
	c. Overspend / cost uncertainty.	Peter Mann	Establishment of risk contingency within project budget to accommodate overspend.	Ongoing	Adam Crowther / David Towns

Current Mitigations in place and working effectively	Responsible Officer	Further Actions Required	Time-frame for Action	Responsible Officer for Action
5.2 **Failure During Migration** Service downtime during migration period(s) resulting in failure against CCTV and Telecare standards. Significant risk a serious incident e.g. city wide congestion, potential for gridlock in city centre during busy periods	Peter Mann	• Development of business owned migration strategy. • Procure and implement 'core' systems directly into new environment	Ongoing, migration plan to be developed	Adam Crowther / David Towns
5.3 **Current Systems Failure** Current ageing systems no longer supported by manufacturer's resulting in potential critical failure of systems with no means of repair. Long term solution provided through the new Operations Centre.	Adam Crowther / David Towns	• Spares for some key components are held on site, some others can be obtained within 24 hours. Not all parts can be replaced and parts are no longer manufactured / supported although there is a stock of spare equipment available	Ongoing, migration plan to be developed	Max Thorley / Jackie Davies
		• Maintenance contract with Siemens in place for 24 hour response. On going systems support provided at a cost of £27k p.a..		Max Thorley / Jackie Davies
		• Recent issues encountered with the servers, including their use of Microsoft 2003 they is no longer supported. A document has been produced detailing the specific IT issues for the ITS servers and officers are now working on the proposal to address this. Once this has been finalised and costed it will be brought before the Corporate Resilience Group for a final decision on what will be done about it. We are awaiting a quote from NCC group so we can get NPP approval to complete the penetration testing and finalise the security proposal.		Max Thorley / Jackie Davies
		• It is no longer possible to wait to replace the most critical UTC/SCOOT servers, and quotes have been obtained for their replacement. ICT undertaking penetration testing and assessment of replacement options prior to ordering new equipment. Backups completed and switches upgraded/replaced. One new UTMC server has also been installed. Two replacement servers have now been ordered from Siemens	Complete - 3 new replacement servers delivered and fully operational.	Max Thorley / Jackie Davies
		• Repairs carried out on the existing servers to prolong their life.	Initial work complete. Ongoing maintenance with ICT needs to be agreed with SLAs.	Max Thorley / Jackie Davies

6	**Construction of the Hinkley Point Power Station**	**Risk Owner: Alistair Reid**	**Updated: 10/11/2016**

Risk Overview	**Risk description:** Hinkley Point is a significant construction project that will require a large number of staff and materials over an extended time period. This will impact on available resources to undertake BCC capital works through:
	a. Recruitment and retention of projects and programmes staff; particularly Project Managers.
	b. Lack of labour (at all levels), and materials impacting on delivery of our capital programmes.
	Causes: The construction of the Hinkley Point Power Station is an extremely large scale project that will be undertaken over a number of years and require a very large workforce and substantial amounts of building materials. This will present the opportunity for extended contracts and enhanced pay prospects for skilled staff, which are likely to draw staff from across the region. Large amounts of building materials will also be required.
	Consequences: This will lead to difficulties in recruiting and retaining experienced project managers, and other skilled professional in the construction industry. There is also likely to be a shortage of labour and materials available to undertake contract work for the City Council. In addition, this competition may lead to increased contract prices.

Horizon: Medium to long term		**Risk Rating**	**Likelihood**	**Impact**	**Risk Level**	**Risk Direction**
		Current	Likely (5)	Critical (3)	Total Score (15)	⟷
		Target	Possible (3)	Critical (3)	Total Score (9)	No Change

Relationship with Corporate Risk Register	
CRR4: Infrastructure	The potential impact of the construction of the Hinckley Power Station, and the potential impact that this will have on the price and availability of skilled staff and building materials has the potential to impact on the capital projects that make up the Infrastructure Risk, and will also impact on DRR1: Programme Delivery.

	Current Mitigations in place and working effectively	**Responsible Officer**	**Further Actions Required**	**Time-frame for Action**	**Responsible Officer for Action**
6.1	**Projects and Programmes Staff**				
	a. To review risk to the recruitment and retention of project and programme management staff, and to consider whether current pay rates and terms & condition will be competitive in the future market.	Alistair Reid and Mark Williams	To undertake research to enable a more detailed analysis of the potential impact on the recruitment and retention of key staff.	on-going once more information about the build programme of Hinkley is understood	All affected Service Directors and Mark Williams
			This is being achieved through the Place Directorate's Colleague Development Plan and Year 3 Directorate Transformation Strategy.		
	b. To examine potential for delivering additional training and development so that the organisation can "grow its own" skilled staff to reduce the impact of this competition.	Alistair Reid and Mark Williams	To examine the potential for meeting any shortfall of skilled staff through the training and development of existing staff.	on-going once more information about the build programme of Hinkley is understood	All affected Service Directors and Mark Williams
			To review the Workforce Development Plan to take account of the above issues. This is being achieved through the Place Directorate's Sustainable Business Plan and Year 3 Directorate Transformation Strategy.		

	Current Mitigations in place and working effectively	Responsible Officer	Further Actions Required	Time-frame for Action	Responsible Officer for Action
6.2	**Labour & Materials** To review the potential impact on labour and materials available to deliver BCC capital works.	Alistair Reid	To undertake research to enable a more informed assessment of the potential impact on the availability of labour and materials required for delivery of the Capital Programme and other capital works.	on-going once more information about the build programme of Hinkley is understood	All affected Service Directors
6.3	**Impact on Costs** To review the potential impact on increased costs in delivering the capital programme, and to develop revised budgets to account for these increases.	Alistair Reid and Tian Ze Hao	To undertake research to enable a more informed assessment of the potential for increased costs. To review the capital works programme budgets, to take account of any potential impact.	on-going once more information about the build programme of Hinkley is understood	All affected Service Directors and Tian Ze Hao
6.4	**Planning & Co-ordination** To examine potential for reviewing the timing of works on behalf of BCC to avoid the highest levels of demand of the Hinkley Point scheme, to identify the potential avoiding competing for resources at the same time as the scheme. To prioritise schemes, to ensure that the projects with the highest priority, and to consider re-scheduling lower priority schemes.	Alistair Reid	Establish a working relationship with the management of the Hinkley Point construction project, to gain information in regards to their project plan and the scale and impact of each phase of the plan. Although there have been issues around this project, there are indications that the developer is mobilising in the region.	on-going once more information about the build programme of Hinkley is understood	Alistair Reid and Abigail Stratford

Corporate Risk Matrix Ratings

Likelihood						
	6	Almost Certain	6	12	18	24
	5	Likely	5	10	15	20
	4	Probable	4	8	12	16
	3	Possible	3	6	9	12
	2	Unlikely	2	4	6	8
	1	Almost Impossible	1	2	3	4
Overall Risk Rating = Likelihood x Impact			Marginal	Significant	Critical	Catastrophic
			1	2	3	4
			Impact			

Guidance on Assessing Likelihood

	Likelihood	Likelihood Descriptors	Numerical Likelihood
6	Almost certain	Surely will happen and possibly frequently	99% or more
5	Likely	Probably will happen at regular intervals	75% or more
4	Probable	Probably will happen on rare occasions	50% or more
3	Possible	Might happen on rare occasions	Less than 50%
2	Unlikely	Do not expect it to happen, but it is possible it may do so	Less than 25%
1	Almost impossible	This will probably never happen	Less than 1%

Guidance of Assessing Impact

Rating		Effect on service provision Potential	Potential Financial Loss / Gain	Potential Fraud & Corruption loss	Reputation	Legal	Environmental	Communities	Personal safety
1	Marginal	Very limited effect (positive or negative) on service provision. Impact can be managed within normal working arrangements.	Under £0.5m	Under £50k	Minimal and transient loss of public trust. Contained within the individual service	No significant legal implication or action is anticipated	No effect (positive / negative) on the environment / community	Minimal effect on community	Minor injury to citizens or staff may result or can be prevented.
2	Significant	Noticeable and significant effect (positive or negative) on service provision. Effect may require some additional resource, but manageable in a reasonable time frame.	Between £0.5m - £5m	Between £50k - £100k	Significant public 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.	Tribunal / BCC legal team involvement required (potential for claim)	Short term effect (positive or negative) on the natural and or built environment.	Short term effect (positive or negative) on a small number of vulnerable groups / individuals	Significant injury or ill health of citizens or staff may result or be prevented.
3	Critical	Severe effect on service provision or a corporate Plan priority area. Effect may require considerable additional resource but will not require a major strategy change.	Between £5m - £10m	Between £100k - £1m	Serious potential for enhancement of or damage to reputation. Higher levels of local media / social media interest. Dissatisfaction regularly reported through Council Complaints procedure. Higher levels of local or national interest.	Criminal prosecution anticipated and or civil litigation.	Serious local discharge of pollutant or source of community annoyance that requires remedial action.	Medium term effect (positive or negative) on a significant number of vulnerable groups / individuals.	Major injury or ill health of citizens or staff may result or be prevented. Long term disability / absence from work.
4	Catastrophic	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.	More than £10m	More than £1m	Highly significant potential for enhancement of or damage to reputation. Intense local, national and potentially international media attention. 'Viral' on line social media. Public enquiry or poor external assessor report.	Criminal prosecution anticipated and or civil litigation (> 1 person)	Lasting effect on the natural and or built environment.	Lasting effect positive or negative) on a significant number of vulnerable groups / individuals	(Avoidable) Death of citizens or staff may result or be prevented. Long term disability / absence from work.