

Appendix A1 – Economy and Skills Committee - Corporate Risk Register Q1 2024-2025 as at June 2024

Threat Risk Performance Summary


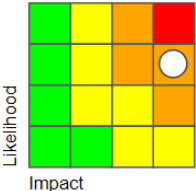
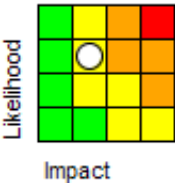
Risk	Page Number	Q2 Rating (23/24)	Q2 Matrix (23/24)	Q3 Rating (23/24)	Q3 Matrix (23/24)	Q4 Rating (23/24)	Q4 Matrix (23/24)	Q1 Rating (24/25)	Q1 Matrix (24/25)
CRR12 - EPRT ability to prepare for and respond to emergencies / incidents could be overwhelmed	2	15 ↓		21 ↓		21 ▬		21 ▬	
CRR59 - Failure to deliver timely statutory planning decisions	4	12 ▬		20 ↓		20 ▬		20 ▬	

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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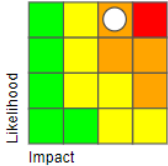
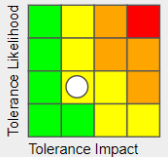
Threat Risks

Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p>Risk Title: CRR12 - EPRT ability to prepare for and respond to emergencies / incidents could be overwhelmed</p> <p>Description: The ability of BCC to meet its statutory duties as a category one responder under the Civil Contingencies Act 2004, to be prepared for and respond to a Major Incident or emergency which exceeds the response capacity of the EPRT resource (2.5 FTE). This risk is two fold; 1.Preparedness – identifying the required capabilities and resources to respond to such impacts, at a tactical and strategic level, from likely risks/hazards/threats, as well as training and exercising the organisation to deliver such during an emergency. 2. Response - In the case of Major incidents / emergencies with potential to overwhelm, this could be in terms of scope and scale, or concurrent, or sequential occurrences which the current EPRT resource levels may not be able to adequately cover and thus the requirements and BCC statutory duties under the Civil Contingencies Act 2004 could be compromised. In addition, further consequences could be litigation and reputational damage to the council for failing to meet its statutory duty as a Category 1 responder under the Civil Contingencies Act 2004.</p>	<p>Constant</p> 	<p>21</p> <p>Impact 7 = Critical Likelihood 3 = Likely</p>		<p>9</p> <p>Likelihood = 3 Impact = 3</p>	
<p>Risk Causes:</p> <ul style="list-style-type: none"> -Emergency risks not identified and prepared for. -Lack of trained and available responding staff. <p>Emergency roles and responsibilities not embedded.</p>	Existing Controls		Mitigating Actions		
	Control		Action Title	Due Date	Progress
	1.24/7 Operations Centre provides effective monitoring for the city and a co-ordinary role in response and recovery		Development and roll out of the Emergency Planning e-learning package	Nov 2024	60%
	2. Active participation in the Avon and Somerset Local Resilience Forum and close working with multi-agency partners, including training and exercising		Community Resilience Mapping development	January 25	80%
	3.BCC emergency plan training and exercising in place		Emergency Training for Tactical & Strategic Response (inc Dashboard)	March 2025	40%
4. Close working with Safety Advisory Group for Events					
<p>Risk Consequences:</p> <p>Increased risk of:</p> <ul style="list-style-type: none"> - Disruption of public services; Disruption of transport networks; Death/injury - Displacement of people 	5. Corporate Resilience Group, overseeing mitigations of contingencies risks identified on the National Security Risk Assessment and delivery of Category 1 Responder duties	Plan & Deliver Corporate Emergency exercise	September 2024	20%	

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	6. Duty Civil Protection Officer and other duty rotas in place (Highways, Dangerous Structures, Public Health, Social Care, etc)	ERPT Resource Growth bid	March 2024	60%
	7. Duty director rota in place.	Increase Emergency Volunteers Pool	March 2025	30%
	8. Emergency Plans	Share situational awareness and prepare for emerging risks	March 2025	85%
	9. Emergency Training Dashboard	Response Capability Dashboard	June 2024	50%
	10. Horizon scanning for emerging risks, including Ukraine war (through CRG, BC Group and LRF)	COMAH Off Site Emergency Plan and Exercise	November 2024	70%
	11. Monitoring of severe weather events	Core Guidance Review and Exercising	July 2024	70%
	12. Preparedness LRF Plan	Annual Training & Exercising Programme (inc L&D budget)	June 2024	80%
	13. Public Health Demand vs standard	Corporate Log Keeping	December 2024	20%
	14. Shrinking volunteer pool	Debriefing & Joint Organisational Learning	September 2024	30%
	15. Strategic Training for preparedness	Societal Resilience	March 2028	10%
Risk Owner(s): Executive Director Growth and Regeneration, Director Management of Place.				
Committee: Economy and Skills		Summary of Progress Remains at current level due to no change in capacity, impact or likelihood. Emergency planning and response audit due in Q2 which will be an excellent exercise to support capacity and organisational maturity required related to emergency planning and response capability, engagement and grip across BCC.		
Strategic Theme: Our Organisation, Wellbeing				

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Threat Risk	Trend	Current Risk Assessment		Risk Tolerance Level	
<p>Risk Title: CRR59 Failure to deliver timely statutory planning decisions</p> <p>Description: The DM service must determine applications in statutory time periods and failure to do this results in delays in delivering development and potentially refund of fees</p>	<p>Constant</p> 	<p>20 Likelihood =4 Impact = 5</p>		<p>6 Likelihood = 2 Impact = 3</p>	
<p>Risk Causes Inability to attract, recruit and/or retain existing suitably trained/qualified/experienced staff to support work programme and the development of the service. Small teams are less resilient than others, in some instances only one or two staff qualified to carry out services resulting in single point of failure. Jobs in the council not seen as aspirational and interest impacted by national news of council funding reductions. Salaries not as competitive as private sector. Limited opportunity for staff progression. Corporate financial pressures impacting recruitment and retention Overturns of officer recommendations by Members at DC Committee. Decisions made under delegated powers that are overturned by the Planning Inspectorate at appeal.</p> <p>Risk Consequences: Planning & building regulation applications take longer to determine. Delays in delivering developments. Potential fee refund if extended time not agreed. Inability to complete existing projects Reduced ability to take on work and to respond to variations in workload and programmes. Loss of market share if delays not acceptable to the customer. Inability to honour career grade progression commitments.</p> <p>Risk Owner(s): Director Economy of Place; Chief Planner</p>	Existing Controls		Mitigating Actions		
	Control		Action Title	Due Date	Progress
	Backlog recovery plan of planning application decisions		Backlog recovery plan of planning application decisions	June 2024	85%
<p>Committee: Economy and Skills Strategic Theme Empowering and Caring; Strategic Planning and City Design</p>	<p>Summary of Progress: Whilst substantial progress has been made in reducing the backlog (unallocated applications reduced from peak in August '23 of c1700 to currently 170), the volume of applications that are still being dealt with is so high that it remains unavoidable that some will not be possible to determine within the statutory period, particularly where applicants are not agreeable to an extension of time. However, we are on track to reducing unallocated applications to 0 by end of June and continuously improving on decision times with a view to be in a position to seek de-designation in mid-October. However, there is no timeframe for the SoS to make such a decision in and it could therefore still be only late in '24 or even early '25 before de-designation is 'granted'.</p>				

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Risk Scoring Matrix

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

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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.