B&NES Corporate Risk Register

Corporate Management Team

Corporate Management Team				Inhor	ant Rick	. Pro A-+	ion	Mitigations & Management	Action Plans		Do-1	dual Diet	- Post Action		Risk Man	agement Approach	& Assessment
Nr Servi	e Risk Description	Director Lead	Inherent Risk - Pre Action Likelihood Impact			Commentary on Current Status of Action Plans	Current Status	Lik	Likelihood Impact		This	Tuok mun	Trisk munugement Approach & Ass				
Area		Officer Lead	1 2	M M	4 5 H	1 2 L	3 4 M	5	ouncin outus		3 4 M H	5 1	2 3 4	5 Dealers	Risk Maturity	Risk Tolerance	Risk Change
Pitri Sustaina Commun	Climate Emergency (Adaption & Resilience) - Risk that the Council does not adapt its own operations to reduce the impacts of Climate Change and make them more resilient for the community to meet the challenges ahead.	Sophie Broadfield			4			Climate Emergency Strategy and Action Plan reported on to full Council. This highlighted the many areas of progress and roadmap towards our 2030 targets. There is further work still required to map out our Strategy and Plans to reduce this major risk for our communities. Cit teach has been appointed as lead following the elections and the 6 Council is reviewing the budget requirement to progress work on adaptation as part of Budget setting for 24/25. There is still significant long-term work to complete as this risk remains both significant and highly complex.	Potentially Off-Target		3		4	12	Open	Moderate	No Change
PEGE Sustaina Commun	Climate Emergency (Reducing Emissions) - Risk that the Council does not meet its 2030 net zero ambitions by not actively planning for its operations to reduce emmissions and provide an adequate community leadership role.	Sophie Broadfield			4			Climate Emergency Strategy and Action Plan reported on to full Council. This highlighted the many areas of progress and roadmap towards our 2030 targets. Meeting these targets or even exceeding them remains achievable but is directly inities to the level of investment and funding to achieve this challenging targets. Methods continue to be setablished to measure progress and performance in overall emissions. Additional work required to identify progress indicators across areas – will allow us to monitor progress more quickly. Climate and nature impacts embedded into corporate strategy decision tool. Sudget decisions will need to use the decision tool to prioritise efforts to reduce emissions and support officers in mededing this priority across our wider governance structure governances tructure.	On Target	2			4	8	Open	Moderate	No Change
Roo Sustaina Commun	Partnership Working - Risk that we do not maximise the opportunities to retain an influential role in the bub-region through effective partnership working in the West of England area to deliver continued economic growth, skills and funding through the WEP/LEP, Western Gateway & City Deal	Sophie Broadfield			4		4	Ongoing discussions around governance and relationships with WECA both before and following recent audit reviews on governance and value for money. A review from SOLACE identified an improvement plan to get all stakeholders back on track in terms of future priorities. WECA have created a Transformation Programme to take this work forward and following local elections new administrations from the constituent authorities continue with the dialogue as progress continues to be slower than expected. WECA however remains a critical partner to lead on major infrastructure improvements across the region so its access or otherwise in delivering on its responsibilities is a significant risk to B&MES and its ambitions. BaNES is also part of the Western actievary and continues to work closely with other LAs across the sub region and region, particularly around economic recovery and renewal, which includes infrastructure, transport, skills, supporting businesses and employment.	On Target		3		3	9	Cautious	Low	No Change
R04 Childre	Transport - a) Home to School Transport - Risk that due to escalating costs from contractors and a lack of restilence in the market place we are unable to support delivery of services to vulnerable children; b) Risk that re-procurement related to Passenger Transport for 2024 will increase financial pressures for all transport related activity by highly significant amounts leading to service delivery failures	Chris Major/Chris Wilford		3			4	Sector has been significantly impacted through Covid and with inflationary pressures that have led to immediate impacts in terms of availability of skilled drivers, costs associated with pay, Neu. Imarance and other costs. In addition increased demand through STMD et has led to significant overspends in 2022/24 and for 120 to 120	Potentially Off-Target		3		4	12	Minimal	Low	Worsening
RGS Children	Childrens - Risk that the Council is unable to manage the budget deficit for the dedicated schools grant with the Department for Education, impacting on future education spending	Mandy Bishop Chris Wilford	,	3			4	The Council is behind schedule with its existing recovery plant through the DSG affety valve programme (£1.33M behind plan at March 2023 with 2M overspend pooling as a Cot 2023). The Council will therefore work with the DFI to submit a new Safety valve Plan by March 24. In the lead up to this deadline the Council will:  *Deliver a commissioned external review of our plant/recommendations – Including a series of additional budget lines to explore, with a scale of risk vs acceptability  *Accelerate development of SEND Alternative Provision (AP) Advice Line – to increase early help and reduce need for Education, Health and Care Plan (EHCP) assessments  *Review or SEND packages of care – Provide Assurance that the LA is not over providing, utilising external expertise.  *Review overhead provision  *Capital investment – 7 New Resource bases, 2 Free Schools, AP & SEND (1 to be finalised) I Residential School. The LF is also building a 1–2-3 residential facility at a SEND Further Education (FQ) college facility. The LA is providing additional capital investment and land as part of its commitment to SEND in our local area and to reduce independent placement costs.  *Ensure the SEND team is fully staffed to enable robust decision making and leadership of Safety Valve workstreams  *Further recovery actions to be reviewed and agreed by 31/03/24	Off Target		4		3	12	Averse	Low	Worsening
Ros Sustaina Commun	Housing - Risk that we do not deliver sustainable solutions to the housing needs for the wider to community as detailed in the Council's development plan and meet our targets for affordable and social housing	Sophie Broadfield, Simon Martin		3			4	Alfodable housing has been identified as a key priority in the Corporate Strategy and Local Plan (now under consultation). To reduce the risk and mitigate market failure on the supply of alfordable homes, the Council is producing a Housing Delivery Plan for publication in Quarter 1 2024/5 The Plan establishes the organisation's role alongside partners in direct delivery of more affordable and social housing, Resouce planning is incorporated within the Budget for both additional resource and capital. Governance implications will be addressed through the production of the Plan.	On Target	2				5 10	Cautious	Low	No Change
Place Managen	Infrastructure - Risk that we do not plan for and manage investment in our infrastructure at a local and entergional level to meet the infrastructure needs in our community through our Capital Programme & other Grant Funded Schemes (WECA) - i.e. Housing, Transport, Structures, Economic Development	Simon Martin/Chris Major		3			4	An updated Infrastructure Plan is being produced alongside the new Local Plan to capture the district's infrastructure requirements to cope with new growth. Countil Delivery plans for transport, housing, diamet & nature are in preparation (Housing and transport for completion in Spring) to set capital priorities. Existing highway infrastructure investment has been maintained to deliver 'steady state' for the last 2 years. Programme & Project Management maturity audits undertaken in WECA and B&NES Council to identify improvement actions to reduce capital programme risk and improve infrastructure delivery pace.	On Target	2			4	8	Cautious	Low	No Change
Ros Place Managen	Asset Management - Risk that we do not address and deliver sufficient resource to ongoing maintenance of key infrastructure assets, i.e. Pulteney Bridge, Vaults & Strategic Assets which could lead to significant transport, health and community impacts	Simon Martin, Mandy Bishop, Chris Major	;	3			4	Maintenance Plans are in place for all Strategic Assets however they are often of a very short nature and in some cases It is difficult and complex to compile long term pairs (or views) for miligation of potentially unsafe structures, i.e. Vaults. Effects of severe weather, i.e. heavy rain has seen certain buildings continue to cause concern (Bath Ulbrary) and therefore impacts of structural failure could be highly significant on many fronts and therefore this risk remains high. Further updates provided through the Capital Strategy Group. Vasancies in key posts, such as structures, have been hard to fill and remain vasant, which results in reliance in external consultants to keep our programme of work on track. Developed the asset management plan and using technology to identify and prioritise investment. This needs to include structures, lighting and signals. Cross Dietectorate working groups in place to manage issues where necessary such as Putteney Bridge. Failure in the vaults (private and publicly owned) within the city may result in Utility damage and road closure! evacuation cusing delay and distruption on the network. Need to progress further inspections and remedial programme plus private vaults will remain a risk. Funding identified in CRSTS prospectus but this only miligates a small part of the overall risk and this risk retains a high residual level.	Potentially Off-Target	2			4	8	Averse	Low	No Change
ROS Resourc	Statutory Compliance - Risk that the Council is unable to deliver on its duties as a landlord managing complex compliance risks around fire and building safety to its users and tenants from its major Corporate & Commercial Estate holdings	Simon Martin/ Andy Rothery			4		4	Regular reports provided into Property Board and H&S Steering Group. Compliance Manager appointed and programme of compliance works undertaken to estate assets. Some Fire safety works remain alongside the larger issues of quality of data and disparate systems across the Corporate Estate. Service transformation work underway to improve this in order to provide greater assurance but this is a long term project which will start to deliver benefits through 2024/5. Void property risks are being managed through the Asset Plan and asset challenge Framework to reduce Council holding liabilities where assets are surplus to need.	Potentially Off-Target		3		4	12	Averse	Nii	No Change

					k - Pre Action		Mitigations & Management	Action Plans			- Post Actio			Risk Manag	ement Approach	& Assessment
	ervice Risk Description	Director Lead		ihood			Commentary on Current Status of Action Plans	Current Status	1 2	elihood 3 4	Impact 2 3 4	5	This			
		Officer Lead	L B	и н	1 2 S	1 Н				м н	2 3 4	н	Period -	Risk Maturity	Risk Tolerance	Risk Change
R10 Adult	HCRG Care Group - Risk that the Council does not transfer in ASC services (Adult Social Work, including Direct Payments and Adults with Learning Disabilities and their Families) safely by 1st April 2024. Bisk that we do not wak effectively in partnership with the ICB for the new contract arrangement in 2024/25 which includes £19m Council funding for services (community partners, public health and ASC contribution to community health services Le reablement)	Suzanne Westhead/ Claire Thorogood		4		•	Community Services Transformation progress updates are being submitted to Sociality Panel & Informal Collect in Feb and used Member briefed on amonthly basis.  In anothly basis.  In a submitted of the Control of the	On Target		3	4		12	Cautious	Low	Improving
R11 Child	Safeguarding - Risk that we do not fulfil our statutory duties to safeguard Children & Vulnerable Adults	Mary Kearney- Knowles	3	3		8	The service has worked hard to deliver safe and effective services. The service has experienced significant increase in demand - 500 more contacts than in previous 12 months, increased complexity and increased LAC/Care Leavers, of which a significant % are USAC. The service continues to experience recruitment and retention challenges, notably in the Safeguarding Outcomes part of the service: this has required the use of agency staff to meet statutuory responsibilities and deliver timely interventions.	On Target		3	4	l	12	Averse	Nii	No Change
F12 Me	Partnership Working - Risk that we do not maximise the opportunities to retain an influential role in the sub-	Mandy Bishop/ Suzanne Westhead/ Mary Kearney- Knowles/ Becky Reynolds	3	3		4	The inherent risks vary across teams. Senior Officers are embedded in both local ICA arrangements and broader BSW system arrangements. There are a number of on-going discussions around the community services financial envelope and pooled budget arrangements that are yet to be fully resolved inauraly (2024). The risks to the cound could continue to escalate until we have satisfactory resolution of these matters with increased pressure on 2024/2025 budget. As a direct result of a savings not being realised for 1D pooled budget this has resulted on pressure of ASC reserve. Joint strategy and policy work progressing well. 575 arrangements are being reviewed as part of the ICB Co-ordinating commissioner for 88NeX HOGC are Group new contract arrangement for 2024/52 (please refer to comments in RID). There remains the need to ensure system alignment given the complexity of SBW system. The annual Better Care Fund (ECI) report has been jointly developed between CIS and 88NES integrated commissioning team with good engagement with B&NES CMT 8.SIT proir to submission at February 2024 Health and Wellbeing board. Planning for post April 2025 continues in partnership and collaboration between 88NES and BSW (CSI through 88NES continued engagement in ICB procurement for health services as of April 2025 as well as with Wilt LA and swindon LA to develop a co-ordinated commissioning agreement. 88.NES remains engaged with regional and national networks to work effectively across ASC sector through EGA and ADASS.	Potentially Off-Target		3	4		12	Cautious	Moderate	No Change
R13 Chil	Childrens - Risk that we do not transform Children's Services to deliver an effective service, manage the market demands and demographic changes on the cost of childrens social care within available resources	Mary Kearney- Knowles		4		4	The children's and education services continue to experience escalating demand (looked after children, SEND/FHPs). Early help services are over-subscribed, the performance disabloared has a significant number of 'red' categorised R'is and the net overspend continues to rise despite a truther £1 not in year swing mitigations being identified. Turnover in experienced social workers in Q2 continues to escalate. Mitigations include family reunifications, new early help instables—5 sleep guarding Family foreury Conference, review of serious collamories pay suckepts for safeguarding family foreury Conference, review of serious collamories pay suckepts for safeguarding family foreury conference, review of serious collamories pay suckepts for safeguarding for delivery of savings and service remodeling. The service has transformed the fostering effer-adopted a banding for delivery of savings and service remodeling. The service has transformed the fostering families offer. We have an ongoing focus on foster care recrutiment as the demand for placements outweights our in house abaliability. UASC demands, Family Connected Care fore is the placement of choice when children cannot be safeguarded in thier birth family. Re-unification is now embedded and However, the cost of care has also increased: we are engaged around a new framework agreement for post 16 provisions (7/d4/2023 and providers are indicating that they will seek significant increase in placement costs due to costs of living and inflation. UASC care leaves with no recourse to public funds is adding to our financial challenges were are working with horse course of the providers are indicating that one to increase sufficiency. Finally an external review from EY has been commissioned to provide diditional assurance and potential opportunities to further improve budget exisilience and transformation activity.	Potentially Off-Target		3	4		12	Minimal	Low	No Change
R34 Adul	Adults - Risk that our adult social care capacity, systems and governance are not working effectively resulting in a low rating at first CQC inspection and poor outcomes for users and clients.	Suzanne Westhead	:	3		4	LGA Peer Review took place in September 2023 and our Self Asessment report will be updated in 24/25 to reflect the work undertaken over 27/24. Peer Review feedback will be incorporated into the ASC 2024/25 service plan. A CQC Preparedness Plan has been developed and this will be approved by DASS in Feb 24 and the vidence library is monitoried and up to date. Mitigation plan in place for gap in duties of a principal adult social worker. The Quality monitoried and up to date. Mitigation plan in place for gap in duties of a principal adult social worker. The Quality Develop a clear Financial Recovery model that includes Cost Avoidance and Savings Targets - Practice Forums in place and finance data analysis to be developed Develop a Leadership Change Programme identifying Cultural Change and Strengths Based Working - to be developed as part of the new TOM Q 2024/25. Refresh the Self-Assessment to reflect feedback by Peer Review Team - Action plan on the outcomes of the Peer Review -incorporated into preparedness plan Develop phase 1 of Vision and Strategy for Adult Social Care (Phase 1 - Gear Concept in readiness for Phase 2 - January - March Co-produced with the systembodies) - JOSS & ADV met 18 Jan 24 to develop ASC vision and strategy Develop Practice Framework for Adult Social Care - policy, terms of reference developed & submission form deviged to provide evidence of how we perform our dutes under Section 1 of the Care Act 2014 Develop Produces of the Section of the Care Act 2014 Develop Challed Section and Practice Framework - Board meeting due to commence March and updates given at ASC manager meeting	On Target	2		3		6	Minimal	Low	Improving

							- Pre A			Mitigations & Management	Action Plans		Res	sidual Ris	k - Post Actio	n		Risk Manag	ement Approach	& Assessment
Nr	Service Area	Risk Description	Director Lead	1	Likeliho 2 3	od 4 5	1 2	Impact 3	4 5	Commentary on Current Status of Action Plans	Current Status	Lik	elihood 3 4	5 1	Impact 2 3 4		This eriod			
			Officer Lead	-	М	н	L	М	н	The 23/24 spending review and local government settlement along with the council's transformation and savings		L	м	н		н	eriod	Risk Maturity	Risk Tolerance	Risk Change
RtS	Resources	Financial Planning - Risk that we are unable to set a medium term financial plan demonstrating that we can operate within the available funding envelope, and satisfy S25 of the Local Government Act.	Andy Rothery/ Gary Adams		3				5	plans provided the council with a robust balanced budget for 2023/24. However significant pressures through increased demand, inflation and other economic uncertainty materialised in the market place leading to in-year pressures. Many of these risks remain for future years and extensive budget modelling for 24/25 and beyond was undertaken to assess budget gas and match investment with priorities and followings budget workshops in Q2 to assess initial options an independent review from EY was commissioned and reported to SLT in October on further targeted work wich was necessary. This work supported further analysis and the consultation of a proposed balanced budget for 24/25 over the new year. This will be formally presented to Cabinet and Council for formal approval in February. An additional funding extitement amounted to the following the presented to the proposed programment and the solution of the proposed programment and the proposed program	On Target	2			4		8	Averse	Low	Improving
R15	Resources	Financial Control - Risk that we do not manage budgets effectively in-year by not identifying and mitigating fiancial pressures.	Andy Rothery/ Gary Adams			4			ş	We achieved a positive outturn position for 22/28 enabling the Council to maintain financial planning reserves. However ongoing nessures and risks as a result of wide gee-political issues including inflation and other demand risks are directly materialising on Council costs, such as Energy & Transport. In-year pressures have required robust action as forecasting is predicting significant pressure in Children's Services and so in year recovery actions have had to be implemented post QC. In detail this resulted in our in-year position womening between QI and QI with a forecast £6M+ forecast at the end of QI and therefore increased management and corporate controls were introduced to show down and stop spend where possible and the QI position saw an improved picture with the forecast overspend reduced significantly to under £2M. Continued work to mitigate this back to budget continues in OAA and is sublet In zevenial review but MCTM.	Potentially Off-Target		3		4		12	Averse	Low	Improving
Rt7	Resources	Financial Pressures - Risk that global and national issues linked to the economy adversely affects the cost of goods/services (i.e. Inflation/Cost of Living/Energy) and these lead to impacts around future viability of our business critical providers, contractors and suppliers.	Andy Rothery/ Jeff Wring			4			4	The Council as part of prudent financial planning put aside specific contingency reserves to tackle emerging and growing risks around inflation, general uncertainty of costs for goods and services etc. This is a very fast paced risk with a number of uncertain variables outside of the control of the Council, however progress has been made on reprocurement options for energy costs to attempt to manage the excessive costs being charged whilst in fransport severe impacts remain increasing costs to the market. The risk here affect all services, our community, the Council's own cashflow and remain under constant review. (As an example a new Energy contracting model was agreed on 1st November and updates will be available in February on the financial implications)	Potentially Off-Target		3		3		9	Cautious	Low	Worsening
Ris	Resources	Cyber/Information Technology - Risk that despite protecting the Council's systems and essential data from Cyber attacks, malicious attempts to damage critical services within the Council could be disruptive.	Andy Rothery, Liam Abbott		3					Cyber identified as major risk following an external review by SOOTM. This recommended major improvements and a two year investment programme is now being implemented alongside a cyber Essentials accellation process. Ukraine situation initially heightened risks along with a spate of attacks on public sector bodies but our network remains robust. Reasonable levels of assurance can be attained based on anumber of ley actions—3 a Berehedd DDAT Strategy and move to Cloud of most of Council information along with the next steps in our Cyber plan b) Following the principles laid out by Government Digital Services and the National Cyber Security Agency O Maintaining PSOS compilance and obtaining. Cyber Essentials accreditation will assist the council to address the key areas of cyber risk which includes the ongoing education of the workforce, and the testing of readiness to detect and repel attacks.	On Target	2			4		8	Averse	Nii	No Change
R19	People & Policy	Workforce Development - Risk that we are unable to recruit and retain approriate levels of skilled staff to ensure delivery of services to the public and prevent reduced performance and impacts on service delivery	Cherry Bennett Jo Griffin	ı,		4			4	This is both a corporate wide and service specific set of ricks affecting many services and is intrinsically linked to the Korn Ferry work. Data at a corporate level indicates for turnover and vacancy rates and the ultuation was discussed in depth at a recent CMT performance surgery. There remains pockets of issues within services on key rates with difficulty recruiting and lack of candidates in many areas -including care workers, waste operatives, social workers, engineer exacershated by two supply of agency workers. Work continues as part of a wider programme to improve our employee offer with direct support from recruitment IP and RR BPs. LOts of targeted work both schieved, in-play and planned around recruitment fairs, campaigns, different uses of social media, and a new Applicant Tracking System to be implemented in March 2024 alongside new streamlined processes.	Potentially Off-Target		3		4		12	Open	Low	Improving
Pas	People & Policy	Health, Safety & Wellbeing - Risk that we are unable to adequately safeguard the Health, Safety and Welfare of our staff. (Including Mental Health)	Cherry Bennett Tracey Curtis	:,		4			4	H&S Steering Group give assurance on oversight and oversight remains strong. H&S Annual report prepared along with new set of performance indicators and good levels of reporting from our key risk areas. HSVBS team carrying 2 vacancies (BP and wellbeing post), Manager compilance reviews understand and action plants produced, R&A in place and overseen by corporate steering group. MH/RA and Health Champions across organisation, Stress Toolkit developed alongide R&As and training for managers and individuals. Absence rates and Off referrats monitored and full reporting in place across Property, Place and People. Snap HSE inspection took place just before Christmas and awaiting formal outcomes.	On Target	2			3		6	Averse	Low	No Change
R21	People & Policy	Organisational Development - Risk that we do not effectively manage the Korn Ferry improvement programme to deliver its benefits, i.e. great jobs, smarter structures, culture of excellence	Cherry Bennett	t	3				4	This programme is underway. Programme team fully resourced and contract monitoring underway. Great jobs workstream is progressing well although role profile matching took longer than planned. Impacts of new role profiles won't be fully mapped and understood until beyond May 2024 and new pay and grading structure developed after this. Restructure of Tier 2 and 3 concluded and tods restructure to launch in mid February 2024. Potential risk to staff morale/wellbeing/retention from both workstreams given the length of time of the programme.	On Target	2			4		8	Open	Low	No Change
R22	Public Healt	Public Health - Risk that we do not both plan and prepare effectively with our partners for the impacts of a pandemic or significant public health emergency both on our community and for continued delivery of essential services.	Mandy Bishop, Becky Reynolds		3				ē	Whitst COVID has effectively passed as a national pandemic ongoing review and future planning remains a high risk activity. The national COVID inquiry has commenced and witnesses are laready being called along with high numbers of requests from organisations - including ourselves - and all current requests have been met. The learning from the inquiry will clearly directly influence how we plan, prepare and manage the impacts of any future pandemic and clearly plans exist for any such future occurrence working in close co-ordination with the Health sector. Infectious disease outbreaks are picked up at a regional level via UKHSA and through the local resilience forum	On Target	2			4		8	Minimal	Low	No Change
PZS	Place Managemen	Emergency Management - a) Risk that we do not have the right plans in place or effective overall response to a major incident or emergency within our Community, i.e. Flooding, Fire, Security incident to ensure that services continue to operate and the community is afe. by Risk that the number of severe weather events, due to climate change, are increasing in frequency due to climate change and this will result in significant additional resources to be identified to deal with the issues that arise. Failure to provide resources could result in legal, financial and reputational impacts.	Mandy Bishop, Chris Major	,		4		3		a) As with the risk relating to a Pandemic above, the Emergency Management function must consider a whole range of potential risks that could directly impact and affect our local communities. Whilst many incidents are outside of our control our key risk remains our ability to co-ordinate and work effectively across the organisation to manage and recover from incidents when they occur. Plans exist for all major incidents but these will need constant exercising to ensure the corporate body, our partners and volunteers is able to respond in the right way when any situation occur. This will need increased exercing and greater assessment of key skills modeled to meet the types of emergency incidents we may face. b) Flood Response Plan and Action Plan updated following New Year flooding (45 Jan). We will conflue to review all Emergency Planning processes and plans to ensure they are adequate and relevant on a rolling basis. We will conduct regular exercises to test our response to events and encourage all relevant staff to attend. We have increased resilience by adding the role of Tactical tead to the Director on Call resources, along with a pool of volunteers, to ensure that we can undertake necessary actions during events.	On Target		3		3		9	Averse	Low	No Change
ROA	Resources	Corporate Strategy & Performance - Risk that the organisation does not set out a clear plan of its priorities and desired outcomes and manage and report on delivery of these to its stakeholders	Cherry Bennett Andy Thomas, Steve Harman		2					Refreshed Corporate Strategy agreed by Council in July 2023 using the same pillars as the previous strategy with updated targets and objectives. Significant actitivy to assess all service plans and internal priorities against manifest commitments. & the corporate strategy to ensure we identify gaps and areas for improvement. This will feel into an overall service delivery plan for the strategy which will be reported to Cabinet during the year, progress continues to be positive with Service Planning going live in Quarter 4.	On Target	1			3		3	Cautious	Low	Improving

						rent Risk	- Pre A	ction		Mitigations & Management	Action Plans	Residual Risk - Post Action					Risk Mana	Risk Management Approach & Assessm		
		Risk Description	Director Lead	ctor Lead		ood		Impact 1 2 3 4 5		Commentary on Current Status of Action Plans	Current Status	Likelihood		ood Impact			This			
Ιŀ	Area		Officer Lead	-	M				4 5 H			1 2	м	4 5 H	1 2	3 4 5 H	Period	Dist. Massack	Risk Tolerance	Risk Change
	Resource	Corporate Governance - Risk that the Council's reputation is severely damaged or subject to legal hallenge arising from a failure in Corporate Governance, i.e. inability to make essential decisions or failure to engage key stakeholders in key decisions or changes to service delivery	Andy Rothery, Michael Hewitt Jeff Wring	,		4			4	Constitutional refresh completed through a Member working group, LGA Training offered and carried out. Following elections new roles all now allocated and new administration and committee's set-up and in full operation with support and training from officers. All meetings operating to latest rules and guidance with no decision making issues Previously concerns raised with regard to decision making at WECA which is relevant to fists. 3 above but there are no significant concerns internally with our own processes. Major new improvement programme about to start on Financial Governace (Financial Systems) which will include review and refresh of Financial Regulations and Contract Standing Orders and associated governance procedures.		1				3	3	Minimal	Low	No Change
	; Resourc	Pensions & Financial Stability - Risk that we do not carry out our statutory duties in relation to the administration and governance of the Avon Pension Fund leading to significant financial risk for employers & the administering authority (B&NES) - (Fund is a top 10 Fund in LGPS with a value in excess of £5.5BN)	Jeff Wring/ Nic Dixon	sk	3				5	BANES has establised a Penulons Committee, Investment Panel, Penulons Stord and entered pooling with Brunel Penulons Partnership Ltd. The final of user £5.58h with one 450 employers and the latest 3 year valuation secretics has been completed which establishes level of deficitly surpluses plus detailed analysis of employer costs (Achieved Anoding at 898). Investment Strategies to manage economic under the properties of the year control of the properties of six management strategies to manage economic volitility and significant work ongoing to increase the opportunities of contributing to the 2030 net zero targets. This continues to attract continued sorutiny from employers within the fund and put pressure on governance mechanisms and remains the most significant risk to the viability of the Fund in the short and long-term (Cash Flow etc). A revised risk management strategy has been endorsed with investment Panel during Ca and extensive employer and member enagement sections around our Net 2 cot targets have commenced in Q2 and completed in Q3 with a review by Penisons Committee at its December 2023 meeting which accelerated Net 22 cor Targets and Investment in Climate friendly technology.	On Target	2				4	8	Minimal	Low	Improving