

# B&NES Corporate Risk Register

## Corporate Management Team

Q2 2024/25

Nr	Service Area	Risk Description	Director Lead	Inherent Risk - Pre Action								Mitigations & Management	Action Plans	Residual Risk - Post Action								Risk Management Approach & Assessment									
				Likelihood				Impact				Commentary on Current Status of Action Plans	Current Status	Likelihood				Impact				This Period	Risk Appetite	Risk Tolerance	Risk Change						
				1	2	3	4	1	2	3	4			1	2	3	4	1	2	3	4										
				L	M	H	L	M	H			L	M	H	L	M	H														
103	Sustainable Communities	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				5	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. Council resources to do this have been identified and adaptation will be built into a 2025 refresh of the Climate Emergency Strategy. Cllr Leach has been appointed as lead following the elections and the Council is working with the West of England Combined Authority to establish an appropriate regional response to the major climate threats (A paper is due to the WECA Committee on 20 September 2024). 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				
105	Childrens	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			4				4	The Council has delivered a revised DSG safety valve programme to the DFE. This new programme was delivered in a timescale agreed with the DFE (submitted May 24). To refine the new plan we have: <ul style="list-style-type: none"> <li>worked within the recommendations of a commissioned external review of our plan, including scrutiny of all lines of growth and spend</li> <li>Appointed a dedicated programme manager for the SV plan and external financial support.</li> <li>Appointed a new Team of Staff to deliver a SEND and AP advice service to demand manage request for EHCP's, operational from 1.9.24, as well provided additional revenue to appoint SV staff into the SEND team.</li> <li>Resourced a significant SEND capital programme to include - 4 New Resource bases, 2 Free Schools, AP &amp; SEND 1 Residential School. The LA is also building a 16-25 residential facility at a SEND Further Education (FE) college facility. The LA is providing additional capital investment and land as part of its commitment to SEND in our local area and to</li> </ul> Regular reports provided into Property Board and H&S Steering Group. Compliance Manager appointed and programme of compliance works undertaken to estate assets. Zetsafe system implemented with clear audit trail on evidence and action. Early dashboard content being assessed. Service transformation work progressing for completion by end of FY. Centralisation of budgets and resources will further improve assurance. . Immediate void property risks are being addressed via programme management and longer term via the Asset Plan and asset challenge Framework.	Potentially Off-Target			3								4	12	Averse	Low	No Change				
106	Resources	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		Potentially Off-Target			3							4	12	Averse	Nil	No Change					
111	Childrens & Adults	Safeguarding - Risk that we do not fulfil our statutory duties to safeguard Children & Vulnerable Adults	Mary Kearney-Knowles			4				5	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 UASC. 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 statutory responsibilities and deliver timely interventions.	On Target			3							4	12	Averse	Nil	No Change					
112	Health	Partnership Working - Risk that we do not maximise the opportunities to retain an influential role in the sub-region through effective partnership working and commissioning with our Health Partners in the Integrated Care Board (including the BCF & Pooled arrangements) across Public Health, Children's and Adult Social Care	Mandy Bishop/ Suzanne Westhead/ Mary Kearney/ Becky Reynolds			4				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 3 envelope and pooled budget arrangements that are yet to be resolved January (2024). The risks to the council continue to escalate until we have satisfactory resolution of these matters with increased pressure on 2024/2025 budget. As a direct result of savings not being realised for LD pooled budget this has resulted on pressure of ASC reserve. Joint strategy and policy work progressing well. S75 reviewed as part of the ICB Co-ordinating commissioner for B&NES HCRC Care Group new contract arrangement for 2024/25. There is a risk register in place for the 24/25 new contract arrangement for ICB led joint contract for HCRC Care Group for Wilt and B&NES. There remains the need to ensure system alignment given the complexity of BSW system. The annual Better Care Fund (BCF) report has been jointly developed between ICB and B&NES integrated commissioning team with good engagement with B&NES DMT & SLT prior to submission at February 2024 Health and Wellbeing Board. Integrated Community Based Care Contract for April 2025 - SW and BR remain the B&NES representatives at the ICB contract board. Single Member Decision 9th Sept for delegated authority to DASS & Lead Member to agree contract for ICBG April 2025 following competitive procurement led by ICB, best estimate funding for 7 year contract term and DASS authority to be representative on the Collaborative Oversight Forum as required in the Collaborative Commissioning Agreement - this is entered onto the cabinet forward plan. ICB contract award decision to be taken 19th Sept. Risk Register in place for ICBG programme contract award as of April 2025. B&NES remains proactive and engaged with regional and national networks to work effectively across ASC, CSC and PH sector through LGA, ADASS and ADPH. Significant impact of change across system and within ICB and B&NES taken into consideration for ASC service planning for 24/25 to identify agreed priorities/what can be resourced and may result in some priority activity being slowed down. Le development of careers strategy and articulation of the risk this poses to CQC inspection preparation. The B&NES internal commissioning review and staff consultation an opportunity to review commissioning arrangements for B&NES. AD Operations leading work on LD pooled budget (de-couple) with frequent assurance meetings with S151 officer and planned audit for Q2 2024/25. Significant reprourement of PH services ongoing, risk register in place, ties into ICB reprourement of community services.	Potentially Off-Target			3							4	12	Cautious	Moderate	No Change					



110	Adult Social Care	Social Care - Risk that we are not able to re-commission health and ASC services following the HCRG insourcing – This involves managing service delivery risk in relation to the HCRG Care Group 1 year Direct Award and new delivery model for contracting and commissioning of community health services and community partners as of April 2025/26 to manage best outcomes for B&NES residents:	Suzanne Westhead/ Claire Thorogood																	Potentially Off-Target	3											9	Cautious	Low	Improving
111	Adult Social Care	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																	On Target	3											9	Minimal	Low	Improving
112	Place Management	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 safe. b) 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																	On Target	3											9	Averse	Low	No Change
113	Adult Social Care	Social Care - Risk that following the ASC transfer 1st April of services from HCRG we are unable to manage delivery risks within the current budget envelope until satisfied they are within normal BAU tolerances. The primary financial risk relates to ASC transfer of services along with a secondary corporate risk that we are unable to provide adequate support for service delivery	Suzanne Westhead																	Potentially Off-Target	3											9	Cautious	Low	No Change
114	Sustainable Communities	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 emissions and provide an adequate community leadership role.	Sophie Broadfield																	On Target	2											8	Open	Moderate	Improving
115	Place Management	Infrastructure - Risk that we do not plan for and manage investment in our infrastructure at a local and regional 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																	On Target	2											8	Cautious	Low	No Change

116	Place Management	Asset Management - Risk that our Asset Management Plans do not deliver sufficient resource to ongoing maintenance of key Corporate & Commercial Estate assets which could lead to significant transport, health and community impacts	Simon Martin, Mandy Bishop, Chris Major	3						4								Potentially Off-Target	2				4		8	Averse	Low	No Change
117	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								On Target	2				4		8	Averse	Low	No Change
118	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						5								On Target	2				4		8	Cautious	Low	Improving
121	Resources	Organisational Development - Risk that we do not effectively manage the Being Our BEST change programme to deliver its benefits, i.e. great jobs, smarter structures, culture of excellence	Cherry Bennett	3						4								On Target	2				4		8	Open	Low	No Change
122	Public Health	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						5								On Target	2				4		8	Minimal	Low	No Change
123	Resources	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/ Nick Dixon	3						5								On Target	2				4		8	Minimal	Low	Improving
119	Resources	Workforce Development - Risk that we are unable to recruit and retain appropriate 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	3						4								On Target	2				3		6	Open	Low	No Change
120	Resources	Health, Safety & Wellbeing - Risk that we are unable to adequately safeguard the Health, Safety and Welfare of our staff. (Including Mental Health)	Cherry Bennett, Tracy Curtis	4						4								On Target	2				3		6	Averse	Low	No Change

117	Resources	Capital Programme - Risk that there is insufficient capacity to resource and deliver the Capital Programme, specifically in relation to Transport and Corporate activity. This specifically impacts on delivery of our Corporate Strategy and priorities.	Simon Martin		4				3		Implement the recommendations of the Project and Programme Management Maturity Assessment - Establish correct commissioning model for capital project initiation. Improve Governance and assurance of business cases and project initiation through strengthening go no-go decision making and scrutiny (evaluation) of initial business cases. Diversify delivery models to utilise a broader supply chain (partne/ provider model, particularly for larger programmes of linked activity (CRSTS and Housing). BOB great jobs/smarter structures provides opportunity to increase productivity of programme and project management resources through a hub and spoke operating model.	On Target	2			2			4	Innovate	Moderate	Improving
1124	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	Andy Rothery, Andy Thomas	2					5	Refreshed Corporate Strategy agreed by Council in July 2023 using the same pillars as the previous strategy with updated targets and objectives. Significant activity to assess all service plans and internal priorities against manifesto commitments & the corporate strategy to ensure we identify gaps and areas for improvement. This will feed into an overall service delivery plan for the strategy which will be reported to Cabinet during the year, progress continues to be positive with updated strategic indicators for quarterly reporting agreed by the Cabinet following scrutiny by the Corporate Panel.	On Target	1			3		3	Cautious	Low	Improving		
1125	Resources	Corporate Governance - Risk that the Council's reputation is severely damaged or subject to legal challenge 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 Risk 3 above but there are no significant concerns internally with our own processes. Major new improvement programme about to start on Financial Governance (Financial Systems) which will include review and refresh of Financial Regulations and Contract Standing Orders and associated governance procedures.	On Target	1			3		3	Minimal	Low	No Change		