B&NES Corporate Risk Register

Corporate Management Team

C	orpo	rate Management Team	Q2 2024/25]														
					herent Risi			Mitigations & Management	Action Plans				sk - Post			Risk Manag	gement Approach	& Assessment
N	Service Area	Risk Description	Director Lead		Likelihood Imp 1 2 3 4 5 1 2 3			Commentary on Current Status of Action Plans	Current Status	Likelihood 1 2 3 4 5 1			Impact 1 2 3 4 5		This			
Pos	Sustainabl Communitie	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.	Officer Lead 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. Council resources to do this have been identified and adaptation will be usual into a 2035 refered to the Climate Emergency Strategy. Clir 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 WEAC 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		M 1			4	Period	Risk Appetite Open	Risk Tolerance Moderate	Risk Change No Change
Pes	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: "worked within the recommendations of a commissioned external review of our plan, including scrutinty of all lines of growth and spend "and programme manager for the SV plan and external financial support. "Appointed a deedicated programme manager for the SV plan and external financial support. "Appointed a sew Param of Saff to deliver a SIND 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 SIND team. "Resourced as ignificant SIND capital programme to Include – 4 New Resource bases, 2 Fere Schools, AP & SEND 1 Residential School. The LA is also building a 16-25 residential facility at a SIND Further Education (FE) college facility. The LA is providing additional explaint investment and lead as part of its commitment to SEND in our local area and as part of its commitment to SEND in our local area and as part of its commitment to SEND in our local area and as part of its commitment to SEND in our local area and as part of its commitment to SEND in our local area and as part of its commitment to SEND in our local area and the service of t	Potentially Off-Target		3			4	12	Averse	Low	No Change
Ped	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	Regular reports provided into Property Board and H&S Steering Group. Compliance Manager appointed and programmen for compliance works protections to describe the season season and action. Early dishiboard content being assessed. Service transformation work progressing for completion by end of Pr. 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	NII	No Change
Rt	Childrens i 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 LUSAC. 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	12	Averse	NII	No Change
RI	Wealth	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/ Suzane Westhead/ May Kearney- Knowlesf Besky 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 to escalate until we have satisfactory resolution of these matters with increased pressure on 2024/2025 budget to escalate until we shave satisfactory resolution of these matters with increased pressure on 2024/2025 budget and direct result of savings not being realised for ID pooled budget this has resulted on pressure of ASC reserve. Joint strategy and policy work progressing well. 578 reviewed as part of the ICO ordinating commissioner for B&NES HCRG Care Group new contract arrangement for 2024/25. There is a risk register in place for the 24/25 new contract rangement for ICO Elde Joint contract for HCRG Care Group for Will tand B&NES. There remains the need to ensure system alignment given the complixity of BSW system. The annual Better Care Fund (BCF) report has been jointly developed between ICO and BANES hietgraded commissioning team with good engagement with BANES CMT 8 SLT prior to submission at February 2024 Health and Wellbeing Board. Integrated Community Based Care Contract for April 2025-SW and Retreamin the BANES representatives at the ICOS programme board. Single Member Decision 9th Sept for delegated authority to DASS & Lead Member to agree contract for ICOS April 2025 following competitive procurement ted by ICOs, and the Collaborative Commissioning Agreement - this is entered onto the Collaborative Commissioning Agreement - this is entered onto the Collaborative Commissioning Agreement - this is entered onto the Collaborative Commissioning Agreement - this is entered onto the Collaborative Commissioning Agreement - this is entered onto the Collaborative	Potentially Off-Target		3			4	12	Cautious	Moderate	No Change

NO Coldens	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/EHCPs). Early help services are over-subscribed, the performance deshboard has a significant number of 'red' categorised KPIs and the net overspend continues to rise despite a further £in of in year saving militations being identified. Turnove in experienced social workers in (20 continues to escalate. Mitigations include family reunifications, new early help initiatives—Safeguarding Family Group Conference, review of senior social worker pay packages for safeguarding outcomes teams and a targeted recruitment canapaip. The Children's Transformation Programmen continues to plan for delivery of savings and service remodeling. The service hast transformed the fostering offer—adopted a banding model for fostering rests, created as stand alione fostering website, appointed to a marketing post and introduced the cour in house abaliability (JNSC demands, Family Connected Cares is the placement of those when children cannot be safeguarded in their birth family, be unification in some embedded and solvewer, the cost of care has also increase we are engaged around a new framework agreement for post 16 provision 01/04/2023 and providers are indicating that they will seek significant increase in placement costs due to costs of silving and inflation. LNSC care leaves with no recourse to public funds is addying to our financial challenges. We are working with housing colleaguer/hird secto to increase sufficiency. Finally an external review from EV has been commissioned to provide additional assurance and potential opportunities to further improve budget resilience and transformation activity.	Potentially Off-Target		3		4	12	Minimal	Low	No Change
P.55 Resources	Financial Control - Risk that we do not manage budgets effectively in-year by not identifying and mitigating financial pressures.	Andy Rothery/ Gary Adams	4		5	Early forecasts for 2024/25 have identified a c£4m over budget position, the finanacial risks are service specific in the following areas: Corporate Estate, Children's Services, Adult Social Care and Waste. The Cabinet Member for Resource and S151 Officer are seeking assurance from Directors and Portfolio holders that budget issues are understood and managed appropriately with mitigations being implemented to avoid a recurring budget pressure. If this position has not improved by Q2 this risk will need escalating with management options to be agred by the Exective Leadership Team in consulation with the Cabinet.	s Potentially Off-Target		3		4	12	Averse	Low	Worsening
R28 Adult Secia Care	Social Care - Risk that we are unable to manage the MCA/DoLS/community DoLS backlog including challenge from individuals and their families as per the Staffordshire and Cheshire Ombudsman decision.	Suzanne Westhead	4		4	There is a significant waiting list for Dols assessment in B&NES. Mitigation plan through effective review and monitoring processes of backlog to prioritise. We continue to try and attract BlAs however our salaries are not competitive with one SV authorities. We have commissioned Action First to provide additional BlA agency sessions, this has reduced the backlog from 600 to 537 in a 3 month period. However, the risk to individuals and the population remains high. A Dols Backlog remains high as its case andionally following the Cheshrite west higherment. We are following the national ADASS protocol to screen and prioritise cases. We complete proportionate deprivation of libert assessments to support the greatest number of people to have their Article 5 Human Rights upheld this is demonstrated through the high satisfaction feedback we receive. There continues to be a reputational risk for LA's as well as financial and resourcing risk. We are remaining vigilant on court rulings for Dols of any future significant judgements which may impact on the vailing list.	y Potentially Off-Target		3		4	12	Minimal	Low	No Change
Pool Sentalmabile	Housing - Risk that we do not deliver sustainable solutions to the housing needs for the wider community as detailed in the Council's development plan and meet our targets for housing, including affordable and social housing, informed by higher Government expectations following the election.	Sophie Broadfield, Simon Martin	4		4	Following the election, the Government is consulting on changes to the National Planning Policy Framework that would significantly increase the housing target for the Bath and knoth East Somerest area. The Council will respond to the consultation and recognises the opportunity in the reforms (a greater range of powers to local government to deliver affordable and social housing) as well as the challenges. The West of England Combined Authority will also likely tate on a regional planning role, though the scope of that is as yet unches. As a consequence of the reforms, the Local Plan will need to be reset - a new timeline for the production of a revised Local Plan is now under production. Affordable housing has been identified as a key priority in the Corporate Strategy. To reduce the risk and mitigate market failure on the supply of affordable homes, the Council is producing a Housing Delivery Plan for publication in Quarter 2024/5. The Plan establishes the organisation's role alongside partners in direct delivery of more affordable and social housing, Resource planning is incorporated within the Budget for both additional revource and capital.	Potentially On-Target	2				10	Cautious	Low	Improving
Noo Suitainahlia Communilia	Partnership Working - Risk that we do not maximise the opportunities to retain an influential role in the sub-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	Following audit and SOLACE reviews and slower than expected progress, the government have issued a Best Value Notice to the West of England Combined Authority requiring evidence of improvement. WECA have accelerated the Transformation Programme to take this work forward and an improvement panel will be established to oversee progress. WECA remains a critical partner to lead on major infrastructure improvements across the region so its success or otherwise in delivering on its responsibilities is a significant risk to ISBMS and its ambitions. Both of the Western Gateway and continues to work Goely with other Lds 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
PO4 Childrens	Transport - a) Home to School Transport - Risk that due to escalating costs from contractors and a lack of resilience 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	4		4	Sector has been significantly impacted through Could and with influtionary pressures that have led to ongoing impact in terms of availability of skilled drivers, cost associated with pay, fuel, incurance and other costs. In addition increased demand through SEMD etc has led to significant overspends in 2022/23 and 2022/24 of ELM+. Council instituted an ambient of pieces of works to look at epitions to maximize routed planning, key criteria around usage and engagement with providers. Further risks exist in this area around are procurement of Transport in 2024/22 which could bake-in the influtionary costs aready experienced and could lead to continued financial pressures. Again work is underway assessing delivery options and external Transport specialists have reviewed the demand and supply side efficiencies and costs and the internal financial growth requirements. Officers continue to work with our specialists to identify opportunities to deliver cashable efficiencies around 4 key areas and to inform the MTTS.			3		3	9	Minimal	Low	No Change

RIO Adult To 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 publics (Laward ane we 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		4		4	HGRG Care Group Contract - 1 year Direct Award co-ordinated by ICB and B&MES now.co-commissioner. Contract issued and signed by all parties early April. Robust contract governance arrangements remain for 24/25 for CQPM, Fit and service level performance meetings. Head of Contracting and Performance at B&MES continues to oversee the contract with AD Transformation and Governance. Lead Member updated monthly on 1 year direct award contract performance. Governance forward plan has been agreed for assurance of B&MES funding liability of approx. £18m in 2024/25. Community Partners. DASS and AD Commissioning leading on the new contracting and commissioning council funded ASC/floosing services as of April 25. Saving Plan target of £401X 24/25 for ASC community partners. Director Public Health leading on new contracting and commissioning chair grain 250. Saving Plan target of £401X 24/25 for ASC community partners. Or community Services and Early teley. Programme 1 Community Partners meeting for ASC/Hosining and Programme 2 Public Health reporting into the new strategic board. Workstream 1 risk register reviewed and updated in July 2024, Integrated Community Bassed Care Contract for April 2025. Self version is the BMES representative at the ICBC priorgramme board. Single Member Decision 9th Sept for delegated authority to DASS & Lead Member to agree contract for AIDC April 2025 following competitive procurement led by ICBs, but 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 taward decision to be taken 1900 Sept 26. Research and April 2025.	Potentially Off-Target		3		3	9	Cautious	Low	Improving
R54 Adult Soc 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	3	-		4	B&NES notified of CQC inspection on 15th April and submitted large evidence base against CQC information return requirements on 3rd May. This included approx 180 pieces of evidence and a self assessment. All CQC milestone dates have been achieved by deedline. This has included planning template 15th July and case tracking 22nd July. 8&NES notified on 8th July of CQC site visit week commencing 8th Sept. CQC preparedness plan and communicatif plan enacted which is led by ASC assurance lead and overseen by ASC leadership team. On 15th July de ASC leadership team. On all Head of Corporate of CRC as vell as supported by Divertor Public Health and Head of Housing. The logictics planning meeting with CQC took place 20th July to determine the timetable for inspectors during site visit. KCC will provide the base for the imspection with estate and facilities supporting ASC for room availability and booking as well as 18th Worlmai function to the inspector team. Welcome pack and site visit to be co-ordinated by ASC for sta swell as external partners. Lead Member is updated on CQC progress monthly as well as a monthly briefing pack. External partners and democratic leadership have recieved a briefing and ASC staff are updated weekly at Staff to add the ASC staff are updated weekly at Staff to add to the CQC by ASS is booked to receive CQC high level feedback on 20th Sept. ASC received the timetable from CQC on 28th And and Will now confirm those for interview and respond to CQC by Mis Sept.	ff o.		3		3	9	Minimal	Low	Improving
R23 Place Managem	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 arise. b) Risk that the number of the services within to operate and the community is arise. b) Risk that the number of the services 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		4	a) As with the risk relating to a Pandemic above, the Emergency Management function must consider a whole range 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 exercising and greater assessment of key skills needed to meet the types of emergency incidents we may face. b) Flood Response Plan and Action Plan updated following New Year Booding (4/5 ain). We will continue 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 Lead to the Director on Call resources, along with pool of volunteers, to ensure that can undertake necessary actions during events.	On Target		3		3	9	Averse	Low	No Change
R27 Adult Soc 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		4		3	ASC services transferred safely from HCRG Care Group on 1st April 2024 with a workforce of 237 across the transferred services. Monthly ASC assume meeting will remain in place for a period of 6 months post transfer (same aprevior programme I monthly meeting) to have oversight of effectiveness of transfer and oversight of service review and redesign to implement new Target Operating Model. AD Operations presented to CMT in May the proposed TOM and finance modeling of the new structure to mitigate materiered budget pressure. June 2024 reports to scrutiny and cabinet on ASC transfer project evaluation and lessons learnt. ASC transfer evaluation reported at July Corporates at monthly ASC finance meeting. Aug saving monitoring. ASC Redesign & LD Services. —RG rated red. First phase staff restructure is paused due to 80 8 work will continue to stabilise the staffing structure, however there are assings or the staffing budget due to weanches. LD Services in RB usiness Partner is supporting ASC to review budget Vs cost of running the service post transfer. Period of time needed to take stock which will inform next steps to reshape activity and potentially review staffing.	k Potentially Off-Target		3		3	9	Cautious	Low	No Change
Foca Sustainal	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 roadings browns do ur 2003 Dargets. Meeting these targets or even exceeding them remains achievable but it is directly linked to the level of investment and funding to achieve this challenging targets. Methods continue to be established to measure progress and performance in overall emissions. Additional work required to leiderlify progress indicators across areas - will allow us to monitor progress more quickly. Climate and nature impacts embedded not corporate strategy decision tool. Budget decisions will need to use the decision tool to privitise efforts to reduce emissions and support officers in embedding this priority across our wider governance structure. Annual Climate Report due to be presented to Cabinet and Scrutiny in Summer 2024.	On Target	1	2		4	8	Open	Moderate	Improving
Place Place Managers	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	3			4	An updated infrastructure Plan is being produced alongside the new Local Plan to capture the district's infrastructur requirements to cope with new growth. Council Delivery plans for transport, housing, climate & nature are in preparation (Housing and transport for completion in Spring) to set captal priorities. Estilizing highway infrastructure investment has been maintained to deliver 'steady state' for the last 2 years. Improvements to capacity, capability a council staffing structure are being undertaken following Programme & Project Management maturity audits undertaken in WECA and B&NES Council.	d On Target		2		4	8	Cautious	Low	No Change

P05 Manag	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	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 plans (or view) of mitigation of potentially unsafe structures, i.e. Vaults. Effects of severe weather, i.e. heavy rain has seen certain buildings continue to cause concern (Bath Library) 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. Vacancies in key posts, such a structures, have been hard to fill and remain vacant, which results in reliance in external consultants to keep our programme of work or track. Developed the asset management plan and using technology to identify and priorities investment. This needs to include structures, lighting and signals. Cross Directorate working groups in place to manage issues where necessary such as Putherey Redige, Failure in the vaults (private and publicly owned) within the city may result in Utility damage and road closure / evacuation causing delay and distruption on the network. Need to progress further inspections and emedial aroranmen elsus avietax estults will remain a risk. Funding lederified in CRSTS consections that this only	Potentially Off-Target	2	2		4	8	Averse	Low	No Change
R15 Resol	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 \$25 of the Local Government Act.	Andy Rothery/ Gary Adams	:	3			The latest spending review and local government settlement along with the council's transformation and savings plans provided the council with a robust balanced budget for 2024/25 after extensive work over the previous 6-9 months. However significant risks and pressures remain through increased demand, inflation and other wider economic uncertainty, has a result of the impacts on future years extensive budget modelling for 24/25 and beyond was undertaken to assess budget paps and match investment with priorities. This included budget workshops to assess initial options and independent reviews from EY were commissioned to assess the robustness of budget plans and further targeted work which was necessary. This work continues into 2024/25 to support further budget work.	On Target	2	2		4	8	Averse	Low	No Change
Pt5 Resou	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			Update 20th August 2024. Significant Cyber improvements have been made over the last 2 years as part of a 2 year cyber roadmap, Some of the improvements include: 1) 24/7 Cyber security monitoring by external 3rd party from 1st April 2024 onwards. 2) Cloud migration of IT systems to Microsoft Azure offering much better Cyber protection. This will be completed by December 2024. 3) Security Information Event Management (SIEM) solution implemented which collates all security logs for analysis. 4) Cyber training for all staff is now mandatory and is part of the new Learning Management Solution. 5) Phishing testing is being carried out at regular intervals to improve staffs knowledge of phishing. 6) PSN certification completed in March 2024 with complete assurance.	On Target	2	2		4	8	Cautious	Low	Improving
P21 Resou	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	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. Collective bargaining on new pay and grading structure with croproate TUs began on 80/80/24. Risk of aliure to agree new structure being monitoried. ACAS involvement a possibility if agreement not reached. Bestructure of Tiers 2,3,4 concluded June 2024. Potential risk to staff morale/wellbeing/retention from both workstreams - given the length of time of the programme.	On Target	2	2		4	8	Open	Low	No Change
Fi22 Public I	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			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 already 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 planse seits for any such future occurrence working in close co-ordination with the Health sector. Localised inflection disease outbreaks are picked up through UKRSASW and managed jointly with the council, ICB, and the provider concerned. Life fluwbed in pandemic preparadness and response	On Target	2	2		4	8	Minimal	Low	No Change
R35 Resort	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			8.8K15 has establised a Pensions Committee, investment Panel, Pensions Board and entered pooling with Brunel Pensions Partnerhip Ltd. The fund is over 55.98N without 96 beinghout and the latest 3 year valuation exercise has been completed which establishes level of deficits/surgiusce plus detailed analysis of employer costs (Achieved runding at 98%) investment Strategies has also been approved in April 2023 and key activity currently revolves around risk management strategies to manage economic volitility and significant work ongoing to increase the opportunities of contributing to the 2000 net zero targets. This continues to a trater continued scruting from enopleyors within they 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 vol.). A revised risk management strategy has been endorsed with Investment Panel during 02 and extensive employer and member enagagement strategy has been endorsed in the in 02 and completed in 03 with a review by Pensions Committee at its December 2023 meeting which acceleration (In 02 and completed in 03 with a review by Pensions Committee at 1ts December 2023 meeting which accelerations (Local Impact Portfolio which should benefit to high the fund but also our Climate and Viousing goals with £50M Nares 8 dots 10 organize were are services general exert or risks arrecting managements on the Nares 8 dots 10 organize were are services present exert or risks arrecting managements on the Nares 8 dots 10 organize were are services present exert or risks arrecting managements which were the services of the services of the services or the services are the services and the services are the services are the services and the services are the service	On Target	2	2		4	8	Minimal	Low	Improving
R19 Resort	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		3		4	Inis is soon a corporate wise ans service specific set of risks attencing many services and is intrinsically inneed to the Korn Ferry work. Data at a corporate level indicates low tumover and vacancy rates and the situation was discussed in depth at a recent CMT performance surgery. Their remains pockets of issues within services on key roles with difficulty recruiting and lack of candidates in many areas'—including care workers, waste operatives, social workers, engineers exacershated by low supply of agency workers. Work continues as part of a wider programme to improve our employee offer with direct support from recruitment 8P and RPS. Lots of surgeted work both achieved, in-play and planned around recruitment fairs, campaigns, different uses of social media. A new Applicant Tracking System work live on 2 April 2024 alongible new streamlined processes and a new careers website is under	On Target	2	2		3	6	Open	Low	No Change
PCO Resou	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	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. HSWB team carrying 2 vacancles (IBA and wellbeing post). Manager compliance reviews undertaken and action plans produced, R&s in place and overseen by corporate steering group. MHFAs and Health Champions across organisation, Stress Toolkit developed alongide R&s and training for managers and individuals. Absence rates and OH referrals monitored and full reporting in place across Property, Place and People.	On Target	1	2		3	6	Averse	Low	No Change

Capital Programme - Risk that there is insufficient capacity to resource and deliver the Programme, specifically in relation to Transport and Corporate activity. This specifical delivery of our Corporate Strategy and priorities.		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. Diseasify delivery models to utilise a broader supply hands laptanel 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.	c)n Target		2	2		4	Innovate	Moderate	Improving
Corporate Strategy & Performance - Risk that the organisation does not set out a clean priorities and desired outcomes and manage and report on delivery of these to its state.	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 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.	c	On Target	1			3	3	Cautious	Low	Improving
Corporate Governance - Risk that the Council's reputation is severely damaged or sub challenge arising from a failure in Corporate Governance, i.e. inability to make essentifailure to engage key stakeholders in key decisions or changes to service delivery		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 occurs naised with regard to decision making at WECA which is relevant to fixed above but there are no reviewed by concern saised with regard to decision making at WECA which is relevant to fixed above but there are no fixed concerns to the properties of the properties	c	On Target	1			3	3	Minimal	Low	No Change