

B&NES Corporate Risk Register									
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**Corporate Management Team**

Q4 2024/25

Nr	Service Area	Risk Description	Director Lead	Inherent Risk ###						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	
				L	M	H	L	M	H								L	M	H	L	M	H					L
R01	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		1	2	3	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. 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
R02	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 scrutiny of all lines of growth and spend •Appointed a dedicated programme manager for the SV plan and external financial support. •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. •Re sourced a significant SEND capital programme to include – 4 New Resource bases, 2 Free Schools, AP & SEND 1 Residential School. The LA is building a 16-15 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 reduce independent placement costs. • Updates - The new SV plan has been remodelled to deliver new financial timescales for when the budget will return to a in year balanced position. However, it is highly likely that at the end of the SV plan, there will remain a significant cumulative deficit which will need to be addressed in negotiation with the DfE. However, at this stage, we have had no formal response from the DfE on our re-submission. As of 31/12/24 the current demand activity in the plan is on target. However, our Free School SEND & AP builds are on pause whilst the new government reviews SEND policy, each day of delay increases the risk that the capital finance savings will drift off target. SEND Team Staffing pressures are causing risk in programme delivery, high case loads are resulting in delayed responses to EHCP requests and ability for the staff to be proactive in looking for opportunities to review EHCP costs. New budget & a reserve request has been made to manage staffing across the duration of the plan. Updates - Reserve request for staffing approved & recruitment underway. The DfE have now requested final SV plans for approval for the 1.5.25.	Potentially Off-Target		3						4	12	Averse	Low	No Change
R03	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/ Richard Long			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. ZetaSafe 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	Nil	Improving
R11	Childrens & Adults	Safeguarding - Risk that we do not fulfil our statutory duties to safeguard Children & Vulnerable Adults	Chris Wilford			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 UASCs. 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. Update 17/01/2025. The service continues to employ a number of agency social workers due to ongoing challenges in recruiting social workers into the safeguarding outcomes part of Children's Services. The agency social workers are holding complex high caseloads and court work thier capacity ensures that we are meeting out statutory responsibilities. The cost of agency staff contributes to our financial overspend position.Initiatives to encourage agency social workers to join the LA have had limited success to date but the service are revisiting on boarding discussions with affected staff. Performance against key statutory measures is robustly monitored and performance challenged.	On Target		3						4	12	Averse	Nil	No Change
R12	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-Knowles/ Becky Reynolds			4						4		The inherent risks vary across teams. Senior Officers are embedded in both local ICA arrangements and broader BSW system planning and implementation arrangements relating to, eg, cyp, adults, prevention, inequalities. Officers were engaged in the 24/25 recommissioning of community services. ASC: LD pooled budget, good progress on the joint review with a significant proportion of the required savings being realised. Joint strategy and policy work progressing well. S75 reviewed as part of the ICB Co-ordinating commissioner for B&NES MRCB 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 ICMBG Care Group for WIR and B&NES. Officers are involved in the transition planning to the new arrangements to commence in 25/26. 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 CMT & Health and Wellbeing Board. Integrated Community Based Care Contract for April 2025 - SW remains involved in the transition arrangements. Single Member Decision 9th Sept for delegated authority to DASS & Lead Member to agree contract for ICBC 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. ICB contract board decision taken 18th Sept. Risk Register in place for ICDC 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,ADCS and ADPH. Significant impact of change across system and within ICB and B&NES taken into consideration for ASC service planning for 24/25 and following the outcome of the CDC inspection. Improvement plan being developed, partnership support essential to deliver outcomes. The B&NES internal commissioning review completed. Significant repurposing of PH services successfully completed with new contracts delivered from 1 April '25. HOS Children's Social Care undertaking significant challenge to ICS regarding ICS contribution to children's packages of care , in the community and care. Review of top 20 packages completed and use of a decision making toolkit and weekly health panel now established.Review of top 40 cases completed. ICS have been involved for a number packages. The risks remain on the alignment of health universal services with population (CYP) needs, the delay in health assessments and interpretation of the decision making toolkit. These have been formally raised with ICB colleagues and discussions are ongoing Re: the impact on children's social care outcomes and costs.	Potentially Off-Target		3	4					4	16	Cautious	Moderate	Worsening

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				1	2	3	4	5	1									2	3	4	5			
			Officer Lead	L	M	H	L	M	H			L	M	H										
R13	Childrens	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	Chris Wilford			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 dashboard has a significant number of 'red' categorised KPIs and the net overspend continues to rise despite a further £1m of in year saving mitigations being identified. Turnover in experienced social workers in Q2 continues to escalate. Mitigations include family reunifications, new early help initiatives – Safeguarding Family Group Conferences, review of senior social worker pay packages for safeguarding outcomes teams and a targeted recruitment campaign. The Children's Transformation Programme continues to plan for delivery of savings and service remodeling. The service has transformed the fostering offer – adopted a banding model for fostering rates, created a stand alone fostering website, appointed to a marketing post and introduced the fostering families offer. We have an ongoing focus on foster care recruitment as the demand for placements outweighs our in house availability /UASC demands. Family /Connected Carers 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 provision 01/04/2023 and providers are indicating that they will seek significant increase in placement costs due to costs of living and inflation. UASC care leavers with no recourse to public funds is adding to our financial challenges.We are working with housing colleagues/third sector to increase sufficiency. Finally an external review from EY has been commissioned to provide additional assurance and potential opportunities to further improve budget resilience and transformation activity. 17/01/2025 update. The Children's Transformation Programme is now well established. The programme has effectively delivered all elements of the Transformation Programme for 2024/2025. The programme is on track to achieve the 1.2million savings target for 2024/25. The service has also identified further in year mitigation of 470k with 342k secured to date. The service has continued to experience significant demand across targeted early help, SEND and placements. All early help services are operating waiting lists due to high levels of family need.Requests for EHC continue to grow. The number of Looked After Children has increased significantly, with increased complexity of need, including accomodating children at risk of exploitation and increase in court ordered placements. Market challenges are significant: Placement sufficiency and cost of care continues to be challenging. This has impacted the service budget position significantly. The overspend position on base budget remains very challenging, despite the success of savings achieved. Update - A Interim AD for Children's Transformation has been appointed to add additional capacity to the Children's transformation programme. This position will start on the 1.5.25 and will be overseen by the DCS	Potentially Off-Target		3					4		12	Minimal	Low	No Change
R14	Resources	Financial Control - Risk that we do not manage budgets effectively in-year by not identifying and mitigating financial pressures.	Jeff Wring/ Gary Adams			4				5	Early forecasts for 2024/25 identified a c£4m over budget position, the financial risks are service specific in the following areas: Corporate Estate, Children's Services, Adult Social Care and Waste. The Cabinet Member for Resources and S151 Officer sought assurance from Directors and Portfolio holders that budget issues are understood and managed appropriately with mitigations being implemented to avoid a recurring budget pressure. Position at Q2 and into Q3 improved seeing a forecast of just over £1M being predicted. However concerns remain on demand led risks such as new children being brought into care. The year end outturn position is being finalised at the time of updating this assessment.	Potentially Off-Target		3				4		12	Averse	Low	Worsening	
R15	Adult Social 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.  Mitigations • We continue to try and attract BIAs; however, our salaries are not competitive with other SW authorities. We have commissioned Action First to provide additional BIA 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 is case nationally following the Cheshire West Judgement. • We are following the national ADASS protocol to screen and prioritise cases. • We complete proportionate deprivation of liberty 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 waiting list. • Extended the use of Action First for a further 6 months - until the end of the financial year (see action on log) Training 4 new BIAs starting in May to contribute to the BIA rota • Newly appointed Scrutineer	Potentially Off-Target		3					4		12	Minimal	Low	No Change
R16	Sustainable Communities	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 has confirmed changes to the National Planning Policy Framework that significantly increase the housing target for the Bath and North East Somerset area. The Council 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 take on a regional planning role, though the scope of that is as yet unclear. As a consequence of the reforms, the Local Plan has been reset, a new timeline agreed and work begun to identify appropriate locations for greater anticipated growth. Developing growth in a sustainable way -with improved transport links, access to nature and green spaces, healthy lifestyles and good jobs - is at the heart of the Council's approach to the Local Plan. The work is highly complex and interdependent with the Combined Authority's planning for transport and the Local Growth Plan, so it remains high risk to deliver within the timeline and budget available. 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 has adopted a Housing Delivery Plan for 2025-30. 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 resource and capital. The Aequus Business Plan has been signed off and will enable progress on multiple housing sites in 2025.	Potentially Off-Target		2					5		10	Cautious	Low	Improving
R17	Sustainable Communities	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	The government has closed its Best Value Notice into the West of England Combined Authority recognising that progress has been made to improve governance at the CA. Elections will be held in May 2025 and B&NES will engage with new leadership when appointed. The Government has ended central funding to the Western Gateway leading to the organisation's closure. B&NES continues to work closely with neighbouring authorities and the Key Cities network to progress its organisational and economic priorities.	On Target		3				3		9	Cautious	Low	No Change	

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R04	Children	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 each new academic term will increase financial pressures for all transport related activity by highly significant amounts due to increases in numbers of requests leading to service delivery failures	Chris Major/Chris Wilford				4				4	Potentially Off-Target	3			3		9	Minimal	Low	No Change
R10	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				4				4	Potentially Off-Target	3			3		9	Cautious	Low	Improving
R14	Adult Social Care	Adults - The impact delivering the CQC improvement plan following the September 2024 onsite inspection, will have on capacity	Suzanne Westhead			3					4	On Target	3			3		9	Minimal	Low	Improving
R23	Public 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				4				4	On Target	3			3		9	Averse	Low	No Change
R27	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				4				3	Potentially Off-Target	3			3		9	Cautious	Low	No Change

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			Officer Lead	L	M	H	L	M	H			L	M	H	L	M	H						
R12	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				4			5	Climate Emergency Strategy and Action Plan reported on to full Council (most recently in September 2024). 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 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 identify progress indicators across areas – will allow us to monitor progress more quickly. Climate and nature impacts embedded into corporate strategy decision tool. The Budget for 2025/6 includes significant capital commitments to invest in fleet decarbonisation and corporate estate energy efficiency/renewable energy. A refresh to the Action Plan is planned in 2025 to take the Council up to the 2030 target, but delivery is currently on track.	On Target	2					4		8	Open	Moderate	Improving
R17	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		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. Council Delivery plans for transport, housing, climate & 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 and the Highways Asset Management Plan is now adopted to allow improved long term asset planning and investment. Improvements to capacity, capability and council staffing structure are being undertaken following Programme & Project Management maturity audits undertaken in WECA and B&NES Council. The effectiveness of delivery arrangements for S106 and CL developer contributions is also being reviewed.	On Target	2					4		8	Cautious	Low	No Change
R18	Sustainable Communities	Asset Management - Risk that our Asset Management Plans do not deliver sufficient resource to ongoing maintenance and compliance of key Corporate & Commercial Estate assets which could lead to significant transport, health & safety and community impacts	Simon Martin, 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 views) for mitigation of potentially unsafe structures, i.e. Vaults. Effects of severe weather, i.e. heavy rain accelerate degradation of fabric condition and therefore impacts of structural failure could be highly significant on many assets therefore this risk remains high. Further updates provided through the Capital Strategy Group. st Cross Directorate working groups in place to manage issues where necessary such as Pulteney Bridge. Failure in the vaults (private and publicly owned) within the city may result in Utility damage and road closure / evacuation causing delay and disruption on the network. Programme of condition surveys in progress to inform asset management plans and an estate wide asset strategy. Reducing holding through disposal of surplus operational assets and centralisation to a Corporate Landlord Model increases organisational resilience. Capital Funding for highways, corporate and commercial estate assets has been increased.	Potentially Off-Target	2					4		8	Averse	Low	Improving
R19	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.	Jeff Wring/ Gary Adams		3					5	A balanced budget for 2025/26 has been consulted, agreed and approved by Council in February following significant work. Until a longer term funding settlement is consulted and implemented for 2026 and beyond risks will remain extremely high through the budget setting process. Significant risks and pressures remain through increased demand, inflation and other wider economic uncertainty with Children's Services remaining an area of material financial risk.	On Target	2					4		8	Averse	Low	No Change
R18	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.	Simon Parker /Liam Abbott		3					5	Update 28th March 2025: External cyber Penetration testing carried out in February 2025 and showed good levels of cyber configuration for key systems such as Microsoft 365. The 138 page report is available which we are working through it's recommendations to continue improving Cyber posture. 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. 7) Recent audit on Malware and Ransomware is in draft form with a Level 4 Significant Assurance (July 2024) 8) Recent audit on Firewalls is in draft form with a Level 3 Reasonable Assurance (July 2024) with plans to more to a LV4 within 2 months by implementing the recommendations	On Target	2					4		8	Cautious	Low	Improving
R21	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				5			4	This programme is underway. Role profile matching completed. Collective bargaining on new pay and grading structure with corporate TUs began on 08/08/24 with final proposal for new pay and grading structure set out on 15/01/2025. Risk of failure to agree new structure being monitored and alternative plans under discussion. ACAS involvement a possibility if agreement not reached. Service restructures in planning and early consultation stages. 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 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	Whilst 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 plans exist for any such future occurrence working in close co-ordination with the Health sector. LFR involved in pandemic preparedness and response. National tier 1 pandemic exercise being run in Autumn through LFRs. Localised infectious disease outbreaks are picked up through UKHSA SW and managed jointly with Public Health liaising with other council teams, ICB, and the provider concerned as needed.	On Target	2					4		8	Minimal	Low	No Change

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				L	M	H	L	M	H											L	M	H	L	M	H				
R01	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 £5.58N)	Jeff Wring/ Nick Dixon		3						5	Significant market turmoil surrounding tariffs imposed by the US Government are currently in a very uncertain position. Close monitoring of the situation continues with our advisors. Significant proposals to reform Pension Funds is being consulted on with all administering authorities during Q3 and Q4, the Pensions Committee are fully involved and a finalised response has been issued. An interim response has already been received requesting major changes in our shareholder investment company Brunel to merge with other Pools. These requests are highly material and are being assessed by officers throughout the 10 pools within Brunel. If all Government proposals are fully implemented significant change to governance and active management of funds will be needed over the next two years. B&NES has established a Pensions Committee, Investment Panel, Pensions Board and entered pooling with Brunel Pensions Partnership Ltd. The fund is over £5.58N with over 450 employers and the latest 3 year valuation exercise has been completed which establishes level of deficits/surpluses plus detailed analysis of employer costs (Achieved funding at 98%) Investment Strategy has also been approved in April 2023 and key activity currently revolves around risk management strategies to manage economic volatility and significant work ongoing to increase the opportunities of contributing to the 2030 net zero targets. This continues to attract continued scrutiny 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 Q2 and extensive employer and member engagement sessions around our Net Zero targets have commenced in Q2 and completed in Q3 with a review by Pensions Committee at its December.	Potentially Off-Target		3					4		12	Minimal	Low	Worsening				
R19	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						3	This is both a corporate wide and service specific set of risks affecting many services and is intrinsically linked to the Being our BEST programme. There 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. Lots of targeted work both achieved, in-play and planned around recruitment fairs, campaigns, different uses of social media. A new Applicant Tracking System went live on 2 April 2024 and new careers website launched in January 2025.	On Target		3				3		6	Open	Low	No Change					
R20	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	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 vacancies (BP and wellbeing post), Manager compliance reviews undertaken and action plans produced, RAs in place and overseen by corporate steering group. MHFAs and Health Champions across organisation, Stress Toolkit developed alongside RAs and training for managers and individuals. Absence rates and OH referrals monitored and full reporting in place across Property, Place and People.	On Target		2				3		6	Averse	Low	No Change					
R17	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 (partner/ 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					
R24	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	Simon Parker/ Andy Thomas		2						6	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					
R25	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	Simon Parker, Michael Hewitt, Jeff Wring				4				4	The Constitutional Working Group continues to meet and discuss proposed amendments to the Policy & Budget framework. Some minor changes were taken to November Council and approved. Previously a Constitutional refresh was 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. Changes from an improvement programme on Financial Governance (Financial Systems) which will include review and refresh of Financial Regulations and Contract Standing Orders and associated governance procedures to be proposed through 2025.	On Target		1				3		3	Minimal	Low	No Change					