AUDIT AND GOVERNANCE COMMITTEE

Report subject	**Risk Management – Corporate Risk Register Update**
Meeting date	22 April 2021
Status	Public Report
Executive summary	This report updates councillors on the position of the council's Corporate Risk Register. The main updates are as follows: • A target risk score has been added to each risk along with details of actions or strategies to support the achievement of this risk score • Corporate Risk CR8 - Inability to run an election/ referendum – has been escalated back for inclusion on the Corporate Risk Register • Corporate Risk CR14- Continuity of Public Health arrangements and evolution of outbreak management plan - The title of this risk has been refined to better describe the risk • Corporate Risk 17 – Risk to reputation of Place & Council if summer arrangements are not managed - This is a new risk added to the register during this quarter.
Recommendations	**It is RECOMMENDED that:** **Members of the Audit and Governance Committee note the update provided in this report relating to corporate risks.**
Reason for recommendations	To provide assurance that corporate risks are being managed effectively and continue the development of the council's arrangements for Risk Management and enhance its governance framework.

Portfolio Holder(s):	Cllr Drew Mellor, Leader of the Council
Corporate Director	Graham Farrant – Chief Executive
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Wards	Council-wide
Classification	For Update and Information

Background

1. Risk can be broadly defined as the possibility that an action, issue or activity (including inaction) will lead to a loss or an undesirable outcome. It follows that Risk Management is about the identification, assessment and prioritisation of risks followed by co-ordinated control of the probability and impact of that risk.

2. In accordance with the Financial Regulations and the Risk Management Strategy, the Audit and Governance Committee are specifically responsible for ensuring appropriate and effective risk management processes. In practice, this means that the committee members must assure themselves that the council's Risk Management framework is appropriate and operating effectively. The council's Corporate Risk Register is an important element of this framework and is reviewed and updated on a quarterly basis.

3. In line with the decision-making framework in place for BCP Council it was agreed that, effective from day one, BCP Council would, as an interim measure, adopt the legacy Bournemouth Risk Management framework. The scoring matrix in this framework was adjusted to reflect the increased remit of the new authority. A revised Risk Management framework for BCP Council is being developed currently.

4. In addition to the quarterly reviews, in immediate practical terms, the Corporate Management Board continues to monitor risks and ensure appropriate and proportionate mitigating actions continue and evolve as risks change.

Corporate Risk Review

5. Members will recall from the previous updates that an updated Corporate Risk Register was established which combined the risks previously identified in the separate COVID-19 Corporate Risk Register with the existing Corporate Risk Register.

6. During the last quarter this register has been reviewed and the evidence of this review is included in the risk summary at Appendix 1.

7. Members will be aware that each risk is given a unique identifying number so where risks have been removed from the register the numbers will no longer run sequentially.

Changes in Risk During Quarter 4 – 2020/2021

8. As part of the continued development of risk management, during this quarter each risk was reviewed and in addition to the usual information considered, each risk lead was asked to include further information to update Members to include a target risk score.

9. In general terms the target risk score is the reconsideration of the net risk score taking account of any proposed strategies and actions identified to further manage the risk.

10. To evidence this process each risk lead was asked to identify the proposed strategies and actions which assist in the achievement of this target score and the timeframe for this.

11. The purpose of the provision of this additional information is to demonstrate the on-going management of the risk and support the decision making regarding whether the benefit (financial or otherwise) of the proposed actions warrants the costs (financial or otherwise) involved. It is accepted that on occasions there may be intervening factors that may impact on the progress to the target score and these can also be recorded in this section.

    During the quarter, in addition to the routine updates on each risk, the material changes to the risks during the quarter are as follows:

    Corporate Risk CR8 - Inability to run an election/ referendum - As previously this risk is escalated from a service level risk to a corporate risk prior to elections taking place. The risk is informed by the service risk and the project risk register and is a temporary addition to the Corporate Risk Register.

    Corporate Risk CR14- Continuity of Public Health arrangements and evolution of outbreak management plan - The title of this risk has been refined to better describe the risk.

    Corporate Risk 17 – Risk to reputation of Place & Council if summer arrangements are not managed - This is a new risk added to the register during this quarter. The risk for the Council facing spring and summer in 2021 is that the country is again facing the easing of a lockdown with a context of international travel ban until the May review date. Given this context it is likely that the BCP area will face at least as many visitors as last year, and it is important for the reputation of the Council that our services are stepped up to manage the impact of the visitor numbers and ease potential tensions with residents, to generate a positive and welcoming experience and establish BCP as a world-class destination, and to minimise negative publicity.

12. Whilst the above outlines that many of the risk scores have not changed this is not reflective of management action or inaction. Risks will continue to be influenced by a number of factors including national impacts and operational environment changes.

13. Full details of the updates for this quarter can be found in Appendix 1.

Service Development

14. In addition to the reviews of Corporate Risks, the Risk Management Team continues to be engaged in the refresh of service risk registers. This includes engaging with services to understand their current risk arrangements, how these can be improved to deliver a proactive and dynamic risk management environment and how the Risk Management Team can support them in this to deliver a consistent and embedded

approach to Risk Management throughout the council. This work is progressing well.

15. Work continues on the draft of a new Risk Management framework for BCP Council. Consideration will be given to the new Council's risk appetite and the processes for managing risk consistently across the Council. This will also include the mechanisms for risk reporting and risk escalation.

16. As part of the role of the team, continuous "horizon scanning" is undertaken to identify issues that may give rise to risk to the Council. When matters are identified, these are raised with the relevant Corporate / Service Director for review and consideration of any necessary action.

Summary of financial implications

17. Financial implications relevant to risks are detailed within the relevant risk registers.

Summary of legal implications

18. There are no direct legal implications from this report.

Summary of human resources implications

19. There are no direct human resources implications from this report.

Summary of sustainability impact

20. There are no direct sustainability implications from this report.

Summary of public health implications

21. There are no direct Public Health implications from this report.

Summary of equality implications

22. There are no direct equality implications from this report.

Summary of risk assessment

23. The risk management implications are set out within the content of this report.

Background papers

Risk Management – Corporate Risk Register Update Report to the Audit and Governance Committee on 21 January 2021.

Appendices

Appendix 1 – Corporate Risk Register Update Q4 – 2020/2021

BCP Council

AUDIT AND GOVERNANCE COMMITTEE

April 2021

CORPORATE RISK REGISTER UPDATE Q4 - 2020/21

**1.   UPDATES / CHANGES TO THE CORPORATE RISK REGISTER**

1.1   The Corporate Risk Register (CRR) is updated quarterly. Numbering does not run sequentially as some risks have been removed as reported previously.

1.2   Mitigation actions and significant changes this quarter are detailed below.

1.3   Further actions and a target risk score is now included for each risk.

RISK REF	RISK DESCRIPTION	GROSS RISK SCORE	RISK INFORMATION & KEY MITIGATIONS IN PLACE	NET RISK SCORE	FURTHER ACTIONS	TARGET RISK SCORE	DATE TO ACHIEVE TARGET SCORE
CR1	**Failure to respond to the needs arising from a changing demography**		Risk Owner: Chief Executive Risk Information: **Adults Social Care** Over recent years, the need for Adult Social Care (ASC) has been increasing due to a rising older population and due to a growing population of children, young people and adults of working age who have highly complex disabilities. ASC has been both funding a higher volume of care packages and placements and also funding an increasing number of very expensive packages of care for people with highly complex needs. Costs for residential care for older people are rising at a rate about 5% per annum due both to national issues such as the rise in the National Living Wage and due to local market conditions. Nationally, there is still no government strategy for adult social care or sustainable funding plan, which contributes to the risks for BCP Council and all local authorities. During the pandemic, Adult Social Care has had to respond to the unique demands for providing care packages in the community and care home placements in very short timescales and in relation to care home placements at much higher volume in order to enable rapid discharge of local people with care homes from hospital. There have been two extended periods where the pandemic incident management has required Adult Social Care to make a high number of high cost residential placements: in March to June 2020 and from November 2020 to March 2021. The level of demand coupled with the percentage of care homes where there are suspensions on new admissions due to COVID outbreaks has very much stretched the capacity of the local care market. There will be legacy of financial cost to the Council into 2021/22 and potentially beyond of the necessity of making so many high cost placements. Key Risk Mitigations • Developing a Market Position Statement for Adult Social Care and commissioning strategies for care homes over 65s and extra care accommodation for BCP Council by Summer 2021. The focus will be on shaping the adult social care market in order to meet current and future population needs and to maximise models of care which enable individual independence choice and provide good value to local residents and both the council and the NHS as commissioners of care. • Including in the MTFP additional budget for 2021/22 for the legacy costs of the pandemic in relation to higher numbers and costs of adult social care residential placements and commitment to commit Government COVID19 funding to cover costs beyond those in the MTFP as level of financial pressure cannot be accurately assessed while the emergency pandemic period continues. • Working in partnership with NHS colleagues in the Dorset Integrated Care System to develop a Home First Programme which enables the public to receive high quality care and treatment at home and in their communities and reduces reliance on high cost services so that adult social care resources are used to best impact and value. • Delivering the Adult Social Strategy which will introduce a strength-based approach to all aspects of adult social care which focusses on enabling people to live independently and well in their own homes and communities. This includes fully implementing the agreed model for the Adult Social Care Front Door which will offer early and proactive responses to the public and developing a greater range of independent living and employment options to people with complex disabilities and people who have a mental health need or have a diagnosis of autism. There will be a particular focus on work with young people who are preparing for adulthood.		• Continue to work with Association of Directors of Adult Social Services and the Local Government Association on making the case to national funding approach to Adult Social care • Complete work with the Council's Strategic Improvement Partner on the Transformation programme for Adult Social Care. • Work with the Local Government Association to understand and analyse BCP Council's initial Use of Resources profile for Adult Social Care in order to support the further development of the Medium-Term Financial Plan for Adult Social Care. • Develop a high performing Centre of Excellence for People Services which enables integrated needs analysis and commissioning across the Council to ensure best value in meeting the needs of local residents and particularly those who have the most complex needs.		March 2024

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CR1	**Failure to respond to the needs arising from a changing demography** **Risk Continued**		**Children's Services** Risk Information: The pandemic has increased the severity of many domestic abuse and mental health incidents and patterns. The loss of social life has eroded the confidence of many children and young people and has increased isolation and loneliness. Many vulnerable children have been hidden out of sight when they need daily monitoring by a team of professionals actively engaging with them. The extended length of the pandemic is also likely to be increasing child poverty and widening the educational attainment gap between advantaged and disadvantaged children. The true social cost of the pandemic will not be clear for some time. The levels of exhaustion being felt and shown by front-line staff like social workers, teachers and health visitors is also becoming a higher risk with unknown consequences for workforces. This is exacerbated by remote working which makes team support back at a secure base much harder to achieve. The only variation to this risk is the increasing likelihood that demands on children's services will increase more than predicted, especially in referrals for domestic abuse and mental health concerns, where a spike is expected over the coming months. An example of this is the number of younger children behaving in distressed and challenging ways in schools (Years 1-6 whereas the pattern before the pandemic was much more Years 5 and 6. This is one of many examples. The problems caused by the pandemic are if anything deeper than predicted, especially in the number of children who have become more disengaged with the mainstream having been out of it for so long. Key Mitigations • Improved attendance at critical conferences and reviews through online meetings cutting out travel time • Lower foster care breakdown rates with their carers at home more (data from across 7 countries) • All children and families needing home visits have been visited after risk assessments have been carried out • Recovery plans are in place and local government has a good track record of multi-agency working during recovery • The MASH and assessment service have become stronger and reliable systems are in place for dealing with the spike when it comes. **Communities** Risk Information: The Communities directorate covers a range of responsive services where demand is often changeable. Covid 19 has placed Communities resources under pressure both in terms of the statutory activity required to respond to the pandemic from a compliance perspective and also in terms of the need to support vulnerable and isolated people in our communities. Key Mitigations There have also been increasing demands on response services such as out of hours nuisance response and anti-social behaviour. However, the benefit of Covid related grant funding has been utilised in order to ensure that staff resource requirements have been appropriate and able to meet these demands.		The relevant actions for this risk are set out in the Children's Services Action Plan. All of these15 points are relevant to managing demand and adapting service delivery to post-pandemic referrals. Progress on delivery of the action is reported to a robustly functioning Improvement Board which has mandated senior leaders to take further actions as and when necessary to deliver improvements. The pace of change is fast already so cannot easily be quickened. As this is an intrinsic risk there is no target risk date. The target is to manage higher demand whilst improving service quality whilst staying within budget. Communities service planning and risk register monitors this risk and resources are prioritised according to risk and impact on public health.		

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CR2A	**Failure to deliver effective safeguarding arrangements for children & adults** **ADULTS**		Risk Owner: Chief Executive Risk Information: **Adult Social Care** Safeguarding is the responsibility of all members and officers, and this is reflected in the Corporate Safeguarding Strategy which was agreed by Cabinet in September 2019. All relevant partners have worked across Children's and Adults Safeguarding and Community Safety Partnerships to establish effective governance arrangements post Local Government Review which meet all required statutory requirements. As a new Council covering a population of almost 400,000, BCP Council has to ensure that it is working with all partners in the most effective way to identify, assess and respond to safeguarding and community safety issues, particularly those which cut across children's, adults and community safety. The pandemic has brought increased pressures to members of the public which has led to increased reporting of safeguarding concerns to adult social services but not a rise in formal safeguarding investigations. Services have been under increased pressure (particularly the NHS and social care providers) and it has been important to ensure that the public continue to receive high quality services and responses and appropriate safeguarding in the radically changed and rapidly changing context of the pandemic. Key Mitigations • Robust arrangements for Safeguarding Adults on a partnership basis managed through the Safeguarding Adults Board with appointment of a new independent chairperson in March 2021 on retirement of previous post holder. • Implementation of BCP Council wide service delivery models for adult safeguarding from November 2020 • Performance management and quality assurance framework is in place but will be strengthened during 2021 with additional audit processes and potential of LGA Peer Review of Adult Social Care. Learning from Safeguarding Adult Reviews will continue to be implemented including dedicated staffing to manage highest risk cases where a service user presents risks to others. • Continued work with partners to identify and address safeguarding risks during the pandemic period which are overseen by the Safeguarding Adults Board. • Recognising an increase in safeguarding contacts during the pandemic, recruitment of additional temporary staff to address these contacts in a timely way with partner agencies • Developing processes to respond to the new legislation around Deprivation of Liberty which is currently due to be implemented in April 2022 and also responding to the consultation on changes to the Mental Act legislation where Government intends to bring in changes to legislation in Spring 2022. • As part of the Smarter Structures programme and in response to the recommendations of a Serious Adults Review, introduce specialist capacity of practitioners and manager in Adult Social Care to work with service users who present a serious level of risk to others.		• Further strengthen the Adult Safeguarding Board performance and quality assurance processes and line of sight to front line practice • Ensure as new structures are implemented as a result of the Council's Smarter Structures programme that there is sufficient capacity to conduct regular independent audits and quality assurance of Adult Social Care safeguarding work and all complex case work with people who present with high risks in terms of their own safety or to the safety of others. • Work as part of the Community Safety Partnership to reduce the risks and impact of exploitation and County Lines on vulnerable adults		March 2024

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CR2B	**Failure to deliver effective safeguarding arrangements for children & adults** **CHILDREN & COMMUNITIES**		**Children's Services** The pan-Dorset Safeguarding Partnership is not now decoupling, though a BCP delivery arm is being put in place to link the safeguarding partnership closer to the BCP operational safeguarding service. • The 3rd lockdown may have delayed the date for BCP's full ILACS inspection by Ofsted though this cannot be taken for granted. • Audits (practice learning reviews) are showing month-on-month improvements in the quality of safeguarding assessments, though there is still some way to go before sufficient assurance can be given to remove this risk from overview. Key Mitigations • As in CR1, the focus on the CS improvement journey and action plan is to make core services safer for vulnerable children and young people. There is evidence this is improving every month. This gives an opportunity as a Phase 2 of closer links or merger with the BCP Safeguarding Adults Board and the local Community Safety Partnership • The strongest mitigation is to have an effective front-door service which can respond in an agile and flexible way to unforeseen demands and changes in the pattern of safeguarding demands. There is evidence of continuous improvement. **Communities** Key consideration for the Communities directorate in discharging the range of duties provided across a range of services. Key areas are community safety and domestic abuse in particular. Key Mitigations Safeguarding processes in place - working in partnership across the council and other key agencies, particularly in regard to risks presented in high risk domestic abuse cases. All relevant staff are trained, and referral processes are clear. At a Strategic level there is a strong link from the BCP Community Safety Partnership to Safeguarding Boards.		The relevant actions for this risk are set out in the Children's Services Action Plan. All of these15 points are relevant to managing demand and adapting service delivery to post-pandemic referrals. Progress on delivery of the action is reported to a robustly functioning Improvement Board which has mandated senior leaders to take further actions as and when necessary to deliver improvements. The pace of change is fast already so cannot easily be quickened. Domestic Abuse Strategy for BCP in final stages of development.		

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CR4	**Failure to provide adequate IT and cyber security**		Risk Owner: Corporate Director of Resources Risk Information This risk continues as a corporate risk and includes the additional considerations of the pandemic including the increase in remote working. It is also reflective of the increasing dependency on the IT infrastructure. The changes to the external environment that has evolved over the last 12 months with publicly reported increases in phishing and an increase in the sophistication of cyber-attacks are relevant to the scoring of this risk. Key Mitigations / Actions • Each legacy Council has a strong infrastructure and work continues to migrate to a single BCP core infrastructure • Physical premises security • Physical data security • Encryption • Regular scanning • Multi layered security approach • Active security incident response team • Constant review of latest threats and their vectors • Regular patching and upgrades • Dedicated cyber security officer • Monthly review of key metrics • Continue to run 'internal' Phishing tests and use the data to target training and awareness for staff.		As we fundamentally redesign and transition the enterprise architecture in partnership with our Strategic Implementation Partner (SIP) we will ensure that the infrastructure is built to leading edge security standards.		

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CR8	**Inability to run an election/ referendum**		Risk Owner: Chief Executive Risk Information This is an existing service risk which is routinely escalated months prior to the holding of any elections in the BCP Council area. The risk has been added during the quarter and is closely monitored until the elections have taken place. The evaluation of risks in relation to these elections takes into consideration the additional impact of the pandemic. The key mitigations in place include the following: • Checklists and procedures in place • Project plan / risk register / contingency plan in place for each election • Experienced team • Training for Returning Officer		• Continue to monitor national guidance • Continual liaison with Dorset Council • Update and maintain project plans, risk register and contingency plans		07/05/2021

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CR9	**Failure to maintain a safe and balanced budget for the delivery of services**		Risk Owner: Director of Finance Risk Information This risk includes a reflection of the ongoing uncertainty being caused by the global public health emergency and the fact that in November 2020 the Government issued a one year rather than a multi-year spending review. Consideration is also given to the fact that the government have passed legislation to avoid the Council needing to take strategic financial management action to mitigate the accumulated deficit on the High Needs Budget for the three financial years to 31 March 2023. Key Mitigations: • Medium Term Financial Planning (MTFP) approach including forward planning based on forecasts both of central government funding and service demand especially to those of a statutory nature • MTFP update reports to Cabinet in June, October and December 2021 • Quarterly 2021/22 budget monitoring reports to Cabinet in June, September, December 2021 and February 2022 • Overview and Scrutiny Board in place to scrutinise the quarterly budget monitoring and MTFP update reports presented in-year • Monthly Budget Overview Meeting of Key Financial Indicators by Leader, Chief Executive and Chief Financial Officer • Oversight from the External Audit • BCP Council approved Reserves Strategy, Capital Strategy and Treasury Management Strategy • Approved investment in the Transformation Programme		Establishment of a new High Needs Deficit Recovery Board from April 2021 onward chaired by the Chief Executive Monthly follow up meeting to the Budget Overview Meeting of Key Financial Indicators of any salient issues with Corporate Director and or Portfolio Holder Consideration to extending the MTFP time horizon to 5 years (from 3) Budget Café in November 2021 February 2022 Cabinet and Council 2022/23 Budget Report and MTFP Update Report		

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CR 11	**Ability of the council to function and operate efficiently in the delivery of single services across the area of BCP**		Risk Owner: Chief Executive Risk Information This risk was clarified during the last quarter with the title being reviewed and changed to ensure it captured the relevant detail. This risk recognises the complex reorganisation that created the new council from 1 April 2019 and the ambitious transformation programme taking place with the on-going challenges of a pandemic. Key Mitigations / Actions • Training and development programme • Regular liaison between Cabinet and Corporate Management Board • Mentoring • Bedding down period for service re-structures • Members toolkits • Six working groups of officers and members put in place to develop high-level delivery plans for the Corporate Strategy • A forward plan for harmonising the council's major service strategy and policy documents which will inform the Cabinet's forward plan has been agreed • Agreement of Corporate Strategy, People Strategy, Equalities Strategy leading to delivery plan will give some certainty • The Overview and Scrutiny function has an associated skills and knowledge development programme in place to support members and ensure effective implementation of the function, which was developed in consultation with the Centre for Public Scrutiny (CfPS) as the body of excellence for scrutiny support to councils. This will include a review of the function planned for July 2020, supported by the CfPS, to provide opportunity for reflection on the first year of operation. • Extensive engagement with the Local Government Association to provide support for members as required, including making arrangements for mentoring and coaching, plus agreement to bring forward a Peer Review for the council in late 2020		Update in progress		

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CR 12	**Failure to achieve appropriate outcomes and quality of service for young people**		Risk Owner: Interim Director of Children's Services Risk Information A 15-point 6-month action plan is in place and being driven forward by the interim Leadership Team in Children's Services. The DfE-led Improvement Board and Cabinet members are monitoring progress and keeping accountable officers on task. The only variation to this risk is the increasing likelihood that demands on children's services will increase more than predicted, especially in referrals for domestic abuse and mental health concerns, where a spike is expected over the coming months. An example of this is the number of younger children behaving in distressed and challenging ways in schools (Years 1-6 whereas the pattern before the pandemic was much more Years 5 and 6. This is one of many examples. The problems caused by the pandemic are if anything deeper than predicted, especially in the number of children who have become more disengaged with the mainstream having been out of it for so long. Key Mitigations / Actions • Improved attendance at critical conferences and reviews through online meetings cutting out travel time • Lower foster care breakdown rates with their carers at home more (data from across 7 countries) • All children and families needing home visits have been visited after risk assessments have been carried out • Recovery plans are in place and local government has a good track record of multi-agency working during recovery • The MASH and assessment service have become stronger and reliable systems are in place for dealing with the spike when it comes.		Further Actions • The 15 point 6 month action plan will be consolidated into a 2021/24 Children and Young People's Plan from April 2021 (an LGR requirement) • Other linked action plans are being driven forward in the same way e.g., the SEND action plan which also has an Improvement Board • Intensive work to achieve stronger staff engagement and support • A business case for additional funding from DfE is being submitted against their programme to prevent local authority children's services falling over • Development of the strongest in-house managers by Hampshire County Council (rated outstanding for children's services), so that the in-house leaders of the future are ready to take up the reins when the interim leaders move on There is no target date for this risk as it is considered a continuous as an intrinsic risk.		

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CR 13	**Failure to deliver the transformation programme**		Risk Owner: Corporate Director of Resources Risk Information The future efficiency and effectiveness of the Council, our reputation as a service provider and our ability to continue to deliver a balanced financial position within the MTFP horizon are fundamentally linked to the delivery of our transformation objectives. Delivering a programme with the complexity, scale and pace as set out by the Council will be challenging on a number of levels including: Identifying the correct partner(s) to support the delivery of the programme; effectively engaging the organisation in the vision of the future; committing to the achievement of challenging benefits realisation targets; ensuring the appropriate level of funding to support the resources required to deliver the programme. Key Mitigations - Strong design and engagement with key stakeholders to the business case - Identification of funding sources and the development of a Financial Strategy to support the programme - Strong identification and specification of our requirements while reflecting the extremely dynamic technology/data environment within which we will need to deliver the programme - Robust and effective procurement process to identify and engage the right partner(s) to support the Council in the delivery of the programme - Effective programme management and performance monitoring of the delivery.		To be developed during mobilisation of the full programme following appointment of the Strategic Implementation Partner (SIP)		

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CR 14	**Continuity of Public Health arrangements and evolution of outbreak management plan**		Risk Owner: Chief Executive Risk Information This risk was considered by the Chief Executive following its addition to the risk register. Due to the nature of the risk the mitigations and actions move at pace and are influenced by both the national and local position. They will continue to be reviewed and updated as part of the on-going response to the pandemic.		Update in progress		

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CR 15	**Effective people strategy**		Risk Owner: Chief Executive Risk Information The Council's People Strategy was developed and launched during 2019/2020 - immediately prior to the impact of the Covid-19 pandemic. A significant amount of the anticipated work within the strategy has been impacted by the need to refocus on the support and wellbeing of the workforce during the response to the pandemic. As we hopefully emerge from the full response phase of the pandemic, focus is now shifting to rechecking the key elements of the Strategy against the changed workforce/workplace and the wider transformation programme objectives.		• Strong analysis and reaction to the key themes emerging from the Employee Engagement Survey • Clear correlation between the key themes of the People Strategy and the design and implementation of the transformation programme • develop stronger communications capabilities within our management structures		

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CR 17	**Risk to Reputation of Place & Council if summer arrangements are not managed**		Risk Owner: Chief Executive Risk Information Following the easing of the lockdown last year and the unprecedented numbers of visitors along with residents to our parks, open spaces and beaches the Council faced significant strain on its public services and declared a major incident through the Local Resilience Forum (LRF). The risk for the Council facing spring and summer in 2021 is that the country is again facing the easing of a lockdown with a context of international travel ban until the May review date. Given this context it is likely that the BCP area will face at least as many visitors as last year, and it is important for the reputation of the Council that our services are stepped up to manage the impact of the visitor numbers and ease potential tensions with residents, to generate a positive and welcoming experience and establish BCP as a world-class destination, and to minimise negative publicity. There are also related risks that the Council's programme of events and hospitality offer provided through Festival Coast Live, and supported events, add to the complexity of what is being managed and the specific risks associated with this need to also be managed appropriately. Key Risk Mitigations • Corporate Incident Management Team considered initial decision to provide enhanced response and this funding was approved. • Following the Road Map publication and the increasing risk to overseas travel there was a further review of the Council's summer response and a detailed response plan developed with an additional commitment of £2.4 million funding being allocated to enhance resources. • LRF arrangements that have established Operational Groups reporting to the tactical Co-ordinating Group. • Establishment of the Multi-Agency Command Centre with clear multi-agency plan and associated resource. • Established Safety Advisory Group and Licensing Committee to take an overview of relevant events and activities. • Government guidance is awaited on major events and will be implemented once available.		• Implementation of the investment outlined in the Summer response plan including recruitment of staff • Ongoing analysis and oversight through the Multi-Agency command centre and planning. • Weekly tactical summer response review to assess risk and agree further actions required • Overview and Scrutiny will be considering the Council's summer response at their May meeting where further adjustment can be made to the response • Ensure that Public Health is included in Safety Advisory Group consideration of major events.		15/09/2021