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| Subject: | Strategic Risk Focus Report: SR13, SR33, SR15, SR38, SR24, SR29 and SR25. | | |
| Date of Meeting: | 9th March 2021 | | |
| Report of: | Executive Lead Officer, Strategy, Governance & Law | | |
| Contact Officer: | Name: | Jackie Algar | Tel: 01273 291273 |
| | Email: | Jackie.algar@brighton-hove.gov.uk | |
| Ward(s) affected: | All | | |

FOR GENERAL RELEASE**1. PURPOSE OF REPORT AND POLICY CONTEXT**

- 1.1 To report to the Audit & Standards Committee on the latest quarterly update to the city council's Strategic Risk Register (SRR).
- 1.2 The Committee have agreed to focus on at least two strategic risks (SRs) at each of their meetings. For this meeting there are seven SRs risks to receive focus and to enable Members' questions to be asked there will be attendance by Risk Owners as detailed below:

The Executive Director, Health and Adult Social Care (ED HASC) in respect of:

SR13 Not keeping vulnerable adults safe from harm and abuse; and

SR33 Not providing adequate accommodation and support for people with significant and complex needs.

The Executive Director, Families, Children and Learning (ED FCL) in respect of:

SR15 Not keeping children safe from harm and abuse; and

SR38 Difficulty in restoring trust and confidence in the home to school transport service and sourcing sufficient capacity to resolve issues raised by the independent review.

The Acting Chief Finance Officer in respect of:

SR24 *In the context of Covid-19* the needs and demands for services arising from the changing and evolving landscape of welfare reform is not effectively supported by the council; and

SR29 Ineffective contract performance management leads to sub-optimal service outcomes, financial irregularity and losses, and reputational damage.

The Chief Executive in respect of:

SR25 Insufficient organisational capacity or resources to deliver all services as before and respond to changing needs and changing circumstances.

2. RECOMMENDATIONS:

That the Audit & Standards Committee:

- 2.1 Note the SRR detailed within Table 1 of this report.
- 2.2 Note Appendix 1 the CAMMS Risk report with details of the SRs and actions taken ('Existing Controls') and actions planned.
- 2.3 Note Appendix 2 which provides:
 - i. a guide on the risk management process;
 - ii. guidance on how Members might want to ask questions of Risk Owners, or officers connected to the strategic risks; and
 - iii. details of opportunities for Members, or any staff, to raise issues on Strategic Risks at various points and levels.
- 2.4 Make recommendations for further action(s) to the relevant council body.

3. CONTEXT/ BACKGROUND INFORMATION











- 3.1 The city council's SRs are reviewed quarterly by the Executive Leadership Team (ELT) taking on board comments from quarterly risk reviews carried out at Directorate Management Teams. This process ensures the currency of the city council's SRR.
- 3.2 The Audit & Standards Committee has a role to monitor and form an opinion on the effectiveness of risk management and internal control.
- 3.3 At ELT's review of the SRR on 27 January 2021 no risks were removed, no new risks were proposed or agreed. There remain 18 Strategic Risks.













The only change to the SRR was a changed risk title for SR24 to reflect Covid-19 on Welfare Reform.









Table 1 shows the current 18 Strategic Risks in the highest Revised Risk order which takes account of future actions to reduce or mitigate the risks.







For ease of reference the changed text in the title of SR24 is shown in italics.

Table 1

| Risk Nos. | Risk Title | Initial Risk Score Likelihood (L) x Impact (I) & Direction of Travel (DOT) | Revised Risk Score Likelihood (L) x Impact (I) & Direction of Travel | Committee (s) | Risk Owner |
|-----------|---|---|---|---|---|
| SR 2 | The Council is not financially sustainable | 5 x 4 ◀▶  RED | 4 x 4 ◀▶  RED | Policy & Resources Committee | Acting Chief Finance Officer |
| SR 36 | Not taking all actions required to address climate and ecological change, and making our city carbon neutral by 2030 | 5 x 4 ◀▶  RED | 4 x 4 ◀▶  RED | Environment, Transport & Sustainability Committee | Executive Director, Economy, Environment & Culture |
| SR 20 | Failure to achieve Health and Social Care outcomes due to organisational and resource pressures on the Clinical Commissioning Group (CCG) and Brighton & Hove City Council (BHCC) | 5 x 4 ◀▶  RED | 4 x 4 ◀▶  RED | Health & Wellbeing Board | Executive Director, Health & Adult Social Care |
| SR 37 | Not effectively responding to and recovering from COVID-19 in Brighton and Hove | 4 x 4 ◀▶  RED | 3 x 4 ◀▶  AMBER | Health & Wellbeing Board and Housing Committee | Executive Director, Health & Adult Social Care |
| SR 32 | Challenges to ensure health & safety measures lead to personal injury, prosecution, financial losses | 4 x 4 ◀▶  RED | 3 x 4 ◀▶  AMBER | Policy & Resources Committee | Assistant Director Human Resources & Organisational Development |

| Risk Nos. | Risk Title | Initial Risk Score Likelihood (L) x Impact (I) & Direction of Travel (DOT) | Revised Risk Score Likelihood (L) x Impact (I) & Direction of Travel | Committee (s) | Risk Owner |
|-----------|--|---|---|--|--|
| | and reputational damage | | | | |
| SR 33 | Not providing adequate accommodation and support for people with significant and complex needs | 4 x 4 ◀▶  RED | 3 x 4 ◀▶  AMBER | Health & Wellbeing Board and Housing Committee | Executive Director, Health & Adult Social Care |
| SR 18 | The organisation is unable to deliver its functions in a modern, efficient way due to the lack of appropriate technology | 4 x 4 ◀▶  RED | 3 x 4 ◀▶  AMBER | Policy & Resources Committee | Chief Executive |
| SR 25 | Insufficient organisational capacity or resources to deliver all services as before and respond to changing needs and changing circumstances | 4 x 4 ◀▶  RED | 3 x 4 ◀▶  AMBER | Policy & Resources Committee | Chief Executive |
| SR 13 | Not keeping Vulnerable Adults Safe from harm and abuse | 4 x 4 ◀▶  RED | 3 x 4 ◀▶  AMBER | Health & Wellbeing Board | Executive Director, Health & Adult Social Care |
| SR 15 | Not keeping Children Safe from harm and abuse | 4 x 4 ◀▶  RED | 3 x 4 ◀▶  AMBER | Children, Young People & Skills Committee | Executive Director Families, Children & Learning |
| SR 10 | Corporate Information Assets are inadequately controlled and | 4 x 4 ◀▶  RED | 4 x 3 ◀▶  AMBER | Policy & Resources Committee | Chief Executive |

| Risk Nos. | Risk Title | Initial Risk Score Likelihood (L) x Impact (I) & Direction of Travel (DOT) | Revised Risk Score Likelihood (L) x Impact (I) & Direction of Travel | Committee (s) | Risk Owner |
|-----------|--|---|---|---|---|
| | vulnerable to cyber attack | | | | |
| SR 35 | Unable to manage serious risks and opportunities resulting from the impact of Brexit on the local and regional society and economy | 5 x 4 ◀▶  RED | 4 x 3 ◀▶  AMBER | Policy & Resources Committee | Executive Lead Officer, Strategy, Governance & Law |
| SR 38 | Difficulty in restoring trust and confidence in the home to school transport service and sourcing sufficient capacity to resolve issues raised by the independent review | 3 x 4 ◀▶  AMBER | 3 x 3 ◀▶  AMBER | Children, Young People & Skills Committee | Executive Director Families, Children & Learning |
| SR 21 | Unable to manage housing pressures and deliver new housing supply | 3 x 4 ◀▶  AMBER | 3 x 3 ◀▶  AMBER | Housing Committee | Executive Director, Housing, Neighbourhoods & Communities |
| SR 24 | <i>In the context of Covid-19</i> the needs and demands for services arising from the changing and evolving landscape of Welfare Reform is not | 4 x 3 ◀▶  AMBER | 3 x 3 ◀▶  AMBER | Policy & Resources Committee | Acting Chief Finance Officer |

| Risk Nos. | Risk Title | Initial Risk Score Likelihood (L) x Impact (I) & Direction of Travel (DOT) | Revised Risk Score Likelihood (L) x Impact (I) & Direction of Travel | Committee (s) | Risk Owner |
|-----------|--|---|---|---|--|
| | effectively supported by the council | | | | |
| SR 23 | Unable to develop and deliver an effective Regeneration and Investment Strategy for the Seafront and ensure effective maintenance of the seafront infrastructure | 3 x 4 ◀▶  AMBER | 3 x 3 ◀▶  AMBER | Environment, Transport & Sustainability Committee Tourism, Equalities, Communities & Culture Committee | Executive Director, Economy, Environment & Culture |
| SR 29 | Ineffective contract performance management leads to sub-optimal service outcomes, financial irregularity and losses, and reputational damage | 3 x 4 ◀▶  AMBER | 3 x 3 ◀▶  AMBER | Policy & Resources Committee | Acting Chief Finance Officer |
| SR 30 | Not fulfilling the expectations of residents, businesses, government and the wider community that Brighton & Hove City Council will lead the city well and be stronger in an uncertain environment | 3 x 4 ◀▶  AMBER | 2 x 4 ◀▶  AMBER | Policy & Resources Committee | Chief Executive |

4. ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

- 4.1 Through consultation with ELT the Risk Management process currently in operation was deemed to be the most suitable model.

5. COMMUNITY ENGAGEMENT & CONSULTATION

- 5.1 This is an internal risk reporting process and as such no engagement or consultation has been undertaken in this regard.

6. CONCLUSION

- 6.1 The council must ensure that it manages its risks and meets its responsibilities and deliver its Corporate Plan, risk management is evidence for good governance.

7. FINANCIAL & OTHER IMPLICATIONS

Financial Implications:

- 7.1 For each Strategic Risk there is detail of the actions already in place ('Existing Controls') or work to be done as part of business or project plans ('Risk Actions') to address the strategic risk. Potentially there may have significant financial implications for the authority either directly or indirectly. The associated financial risks are considered during the Targeted Budget Management process and the development of the Medium Term Financial Strategy

Finance Officer Consulted: James Hengeveld

Date: 10/02/21

Legal Implications:

- 7.2 All Strategic Risks which are reported to the Audit & Standards Committee may potentially have legal implications. Where implications of a direct nature have been identified, reference to them may be made in the Appendices to this Report.

Lawyer Consulted: Victoria Simpson

Date 03/02/2021

Equalities Implications:

- 7.3 The SRR is shared with the Equalities Team. It is a corporate requirement that equalities implications are included within the performance management framework which includes risk management. There is an expectation that data will be used to evidence how service improvements are being made which have the aim of reducing inequalities.

Sustainability Implications:

- 7.4 There are no direct implications.

Brexit Implications:

- 7.5 There are no direct implications in this report. SR35 specifically considers Brexit and actions which have taken place or are planned.

Any Other Significant Implications:

- 7.6 None.

SUPPORTING DOCUMENTATION

Appendices:

1. CAMMS Risk report SR13, SR33, SR15, SR38, SR25, SR24 and SR29.
2. A guide on the risk management process and how Members might want to ask questions of Risk Owners in relation to Strategic Risks

Background Documents

1. None.