

Brighton & Hove City Council

Appendix 1 Strategic Risk Focus Report SR2, SR20 and SR37
for Audit & Standards Committee 29 June 2021

Print Date: 09-Jun-2021

Initial Rating

LIKELIHOOD	IMPACT				
	Insignificant (1)	Minor (2)	Moderate (3)	Major (4)	Catastrophic (5)
Almost Certain (5)	0	0	0	2	0
Likely (4)	0	0	0	1	0
Possible (3)	0	0	0	0	0
Unlikely (2)	0	0	0	0	0
Almost Impossible (1)	0	0	0	0	0

Revised Rating

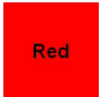

LIKELIHOOD	IMPACT				
	Insignificant (1)	Minor (2)	Moderate (3)	Major (4)	Catastrophic (5)
Almost Certain (5)	0	0	0	0	0
Likely (4)	0	0	0	2	0
Possible (3)	0	0	0	1	0
Unlikely (2)	0	0	0	0	0
Almost Impossible (1)	0	0	0	0	0

1 - 3
Low
Monitor periodically

4 - 7
Moderate
Monitor if the risk levels increase

8 - 14
Significant
Review and ensure effective controls

15 - 25
High
Immediate action required & need to escalate to the management level above

Risk Code	Risk	Responsible Officer	Risk Category	Last Reviewed	Issue Type	Risk Treatment	Initial Rating	Revised Rating	Future Rating	Eff. of Control
SR2	The council is not financially sustainable	Deputy Chief Finance Officer Head of Performance, Improvement & Programmes	BHCC Strategic Risk, Economic / Financial	19/05/21	Threat	Treat	 L5 x I4	 L4 x I4		Revised: Uncertain

Causes

Link to Corporate Plan 2020-23: Attributes 7. 'How will the plan be delivered' actions to achieve 'A well run council'.
Reductions in central government funding continued through to 2020 under the 2015 Comprehensive Spending Review. The changes to local government funding introduced in 2013/14 also transferred greater risks to the council, particularly in relation to Business Rate valuation appeals. There is a cumulative impact of reductions in government funding to other public agencies in the city. The greatest risks are from the new financial impacts of Covid-19 and already identified increasing cost and demands across demand-led services such as social care and homelessness.
Medium Term Service and Financial Planning was introduced in 2016/17 but the one-year local authority financial settlement in 2019 made longer term planning difficult. It is expected that planning over a 3-year period will be possible following the 2020 Spending Review announcement. However, forecasting the Medium Term Financial Strategy will remain challenging given the continuing uncertainty in funding and taxation levels and the added dimension of the pandemic. There is also increased uncertainty until HM government determines its long term approach to the business rate system and the funding of social care.

Potential Consequence(s)

The council will need to adapt to the financial impact of Covid-19 and continue robust financial planning in a highly complex environment. Failure to do so could impact on financial resilience and mean that outcomes for residents are not optimised.

Existing Controls

First Line of Defence: Management Controls

1. Ongoing review of the adequacy of risk provisions and reserves to support the medium term budget strategy and to ensure financial resilience.
2. Medium term resource projections (MTFS) and savings plans are reviewed and revised where necessary to identify and address predicted budget gaps including identification of taxation and savings options.
3. Consultation and engagement with the Leadership (member oversight), cross-party Budget Review Group and partners (particularly the Clinical Commissioning Group 'CCG') for development and approval of the annual budget led by Executive Leadership Team (ELT) and the Chief Finance Officer (CFO).
4. Targeted Budget Management (TBM) Month 7 and month 9 projections are undertaken to accompany draft (Nov/Dec) and final (Feb) budget reports to ensure in-year pressures are reflected in resource projections and budget setting.

5. Taxbase forecasts and projections updated and reflected in the Medium Term Financial Strategy (MTFS) and annual budget proposals and reported by the statutory deadline (31 January).

6. Investment requirements reviewed and funding flexibility identified to ensure delivery of modernisation and savings proposals.

* Key control: annual revenue and capital budgets approved by Full Council in February with a balanced budget and 'funded' capital programme;

* TBM Monitoring regime includes RAG rating of budget performance with an escalating scale of scrutiny and intervention where continued overspending is evident. Interventions focus on development of Financial Recovery Plans approved and monitored by the CFO but can ultimately include 'special measures' such as specific vacancy controls.

Second Line of Defence: Corporate Oversight

1. Modernisation portfolio monitored by the Corporate Modernisation Delivery Board (CMDB) and reviewed by cross-party Member Oversight group.

2. Close alignment of Corporate Plan priorities with the annual budget and Medium Term Financial Strategy (MTFS).

3. Regular monitoring and review by Policy & Resources (P&R) Committee of the MTFS assumptions, the impact of legislative changes; cost and demand pressures; savings programmes; and income, taxation and grant assumptions through TBM reporting and various budget reports (Jul, Nov/Dec, Jan and Feb).

4. Continued adoption by P&R of a longer term planning approach when the next longer term Comprehensive Spending Review is announced by government. Plans should cover a 3 to 4 year period (depending on the CSR period) and identify investment requirements, including capital investment, to ensure delivery.

5. Close monitoring by P&R of council tax, business rates and other income and regular updating of forecasts.

6. Ongoing review and challenge of value for money including Member review, benchmarking, and external audit review and opinion.

7. The cross-party Budget Review Group periodically reviews TBM performance and Treasury Management performance.

8. The Administration's Leader, Deputy Leader and Finance Lead/s, and Policy Chairs Board provide oversight of the budget.

9. Oversight of pooled funds and integrated arrangements through separate governance arrangements including Health & Wellbeing (HWB) Board and BHCC - CCG officer meetings.

Third Line of Defence: Independent Assurance

1. Annual review 2019/20 reported in October 2020 by external auditors of Value for Money (VfM) arrangements leading to an opinion in the annual audit report concluded there were no governance issues to report and arrangements to secure VfM and the council's use of resource were reasonable.

2. Internal audit reviews of budget management and financial planning arrangements. The latest 2020/21 Budget Management audit completed in April 2021 gives a 'Substantial Assurance' opinion. Internal audits of other key financial systems are undertaken regularly. The majority have been given Substantial or Reasonable assurance opinions with the exception of Council Tax and Debtors where a Partial assurance opinion was given.

3. 2020/21 Reviewed by A&S Committee in July 2020.

4. Internal Audit reviews of key financial systems: Budget Management (Substantial Assurance), Payroll (Reasonable Assurance), Creditors (Reasonable assurance), Debtors (Partial Assurance), Business Rates (Reasonable Assurance).

2019/20 This risk was reviewed at A&S Committee in July 2019. Internal Audit of Budget Management (Reasonable Assurance).

2018/19 Internal Audit of Budget Management (Reasonable Assurance).

Risk Action	Responsible Officer	Progress %	Due Date	Start Date	End Date
Continue to monitor impact of health sector reforms, integration and Better Care programmes.	Deputy Chief Finance Officer	25	31/03/22	01/04/20	31/03/22
<p>Comments: Meetings with the CCG Chief Executive and Chief Operating Officer and the council's Chief Executive and Director of Adult Services (DAS) are in place to ensure alignment of budget setting processes as far as possible.</p> <p>The Better Care Fund (BCF) S75 Agreement for 2020/21 has been agreed in principle and Hospital Discharge Planning to manage Covid has been agreed. Agreement for pooling COVID-19 resources has been approved by Policy & Resources Committee (27 May 20). Recovery plans and corrective measures will be proposed where necessary.</p> <p>Monthly reporting of the council's element of the risk share is provided via the Targeted Budget Management framework. There is on-going dialogue between the two organisations through the Chief Executives, the DAS and CCG COO and there is a stated commitment to alignment of long term financial planning.</p> <p>Agreement to 2020/21 baseline CCG funding has been reached, with no reductions, and is reflected in the approved 2020/21 General Fund budget. Discussions are ongoing regarding 2021/22 but the NHS has not received detailed allocations as yet.</p> <p>Discussions regarding S117 funding are ongoing and there are indications that additional support will be provided by the CCG in 2021/22.</p> <p>Discharge to Assess (D2A) funding is expected to continue for up to 6 weeks into 2021/22 to mitigate Covid-related discharge costs.</p>					
Corporate Modernisation Delivery Board includes monitoring and RAG rating of critical VFM and other savings programmes that support the council's current and medium term financial position. Reporting links to TBM reporting which also monitors savings delivery.	Head of Performance, Improvement & Programmes	20	31/03/22	01/04/20	31/03/22

Risk Action	Responsible Officer	Progress %	Due Date	Start Date	End Date
<p>Comments: Corporate Modernisation governance arrangements are in place. Corporate Modernisation Delivery Board (CMDB) continues to provide support and challenge to project/programme managers and Senior Responsible Owners.</p> <p>All budget figures reported link to the TBM budget monitoring process. A revised RAG guidance has been prepared which is resulting in more accurate reflection of the progress.</p> <p>A revised Modernisation Investment programme was agreed by Budget Council in February 2020 and will underpin modernisation programmes and activity over the next 4 years to support achievement of identified savings requirements to address budget gaps in the MTFS. Covid-19 has resulted in some delays to deliver modernisation plans and therefore there will be some unachieved savings in 2020/21. Officers are working with relevant stakeholders to bring these plans back on track in 2021/22. One of the key corporate modernisation programme is 'Fair & Inclusive - workforce and services'.</p>					
<p>Meet Targeted Budget Management (TBM) reporting timetable and identify risk mitigation and corrective action where necessary</p>	<p>Deputy Chief Finance Officer</p>	<p>5</p>	<p>31/03/22</p>	<p>01/04/20</p>	<p>31/03/22</p>

Risk Action	Responsible Officer	Progress %	Due Date	Start Date	End Date
<p>Comments: The current annual TBM reporting timetable has been produced and agreed. TBM Month 2 is the first reporting period each year to July P&R. TBM reports are regularly shared with the cross-party Budget Review Group (BRG) to ensure additional member oversight of the financial position. TBM reporting will identify risk mitigation and corrective action for overspending areas identified by RAG rating. A revised TBM regime ensures that escalating interventions apply where continued overspending (RED RAG) is evident. Interventions focus on additional scrutiny by the CFO and/or Chief Executive Officer (CEO), CFO approval of Financial Recovery Plans, and ultimately potential 'special measures' interventions where overspending persists. All savings programmes will also be monitored through the TBM report and via the Corporate Modernisation Delivery Board (CMDDB). The council maintains a Working Balance of £9m to mitigate financial risks and set aside a specific risk provision of £0.750m to mitigate forecast risks or underachievement of savings. £0.575m of this has been used to meet the higher than estimated pay award cost in 2020/21.</p> <p>The impact of COVID-19 on the council's finances is likely to be fundamental and have far-reaching consequences for financial planning over the medium term. However, current estimates indicate a 2020/21 budget underspend of over £8m following receipt of over £50m government grant funding for Covid related costs and losses. The impact in 2021/22 will be dependent on the speed of recovery of the visitor and business economies, both of which have direct links to the level of taxation, fees and charges, and commercial rents receivable by the council.</p> <p>The COVID-19 impact is being monitored closely and reported regularly to Policy & Resources Committee (including Special P&R's and Urgency meetings). The process of identifying mitigating actions started with the 'pausing' of capital programmes funded by borrowing and other actions were identified including:</p> <ul style="list-style-type: none"> - Furlough of staff (where the service is funded by fees & charges income); - Vacancy management processes (with necessary exceptions for key services); - Curtailment of non-essential, discretionary spend and programmes. <p>In the meantime, the council continues to closely monitor the impact of COVID-19 and continues to lobby government for more resources and other medium term financial support.</p>					
Update and maintain an MTFs and 4-year Budget Planning timetable and process.	Deputy Chief Finance Officer	95	31/03/22	01/09/19	31/03/22

Risk Action	Responsible Officer	Progress %	Due Date	Start Date	End Date
<p>Comments: Medium Term Budget Planning will continue over the current political term and beyond. Proposals for 2021/22 were approved by Budget Council on 25 February 2021. An MTFS update is provided each July and February to P&R to ensure resource projections and predicted budget gaps continue to be identified as early as possible with associated savings proposals. The 2021/22 budget identifies a further £10.644m savings to balance the budget. An updated MTFS identifies potential budget gaps for the next 4 years of £24m, however, this is highly uncertain and depends on ongoing financial impacts of the pandemic and government funding support provided through the Spending Review 2021.</p> <p>The council has a well-defined budget setting process which begins early in the financial year (May) and works iteratively through to draft proposals in November/December and final proposals and approval of the budget in February. The budget process is designed to ensure that MTFS estimates and assumptions are kept under review using latest information to inform the position for the next 3 years with a primary focus on the next financial year which is the only budget requiring formal approval. The budget process includes the following iterative elements:</p> <ul style="list-style-type: none"> - Assessment of underlying demographic demands and cost pressures and forward projections of these based on current activity and current financial monitoring trends; - Assessment of current income collection & recovery and performance trends; - Updated estimates of resources based on latest government information and announcements, and anticipated legislative changes including transfers of services in (new burdens) or out of local government; - Updated estimates of taxation resources based on latest monitoring information and government information and announcements, including consideration of any expected in-year surplus or deficit; - Estimates of inflationary pressures based on latest information and announcements, for example, from Local Government Employers (LGA) pay negotiations, reports from the Actuary on Pension Fund liabilities, tracking of indicators including RPI/CPI and other inflationary indicators, and consideration of legislative changes (e.g. known changes to employers National Insurance); - Iterative development and review of savings proposals to meet the latest estimated 'budget gap'. This is achieved by allocating 'working targets' to each directorate as a guideline for developing savings – normally taking some account of the relative scale of budgets and corporate priorities (e.g. providing relative protection to budgets for services to vulnerable people). Proposals are regularly reviewed by ELT and by members of the Administration through agreed and regular member oversight processes (usually led by the Lead Finance member). This ensures that member prioritisation and alignment with corporate priorities is built into the process. <p>All elements are updated at least 3 times formally, often much more regularly, throughout the budget process.</p> <p>The impact of COVID-19 has changed the financial planning outlook for 2021/22 and future years subject to final levels of government emergency funding support and other measures adopted by government (e.g. allowing precepts or higher Council Tax rises or allowing local authorities to spread the repayment of COVID-19 deficits/debts over a long period of time). The situation is being monitored closely and updates taken regularly to P&R Committee. Estimated impacts of Covid-19 in 2021/22 have been included in the budget approved by Budget Council on 25 Feb 2021.</p>					

Risk Code	Risk	Responsible Officer	Risk Category	Last Reviewed	Issue Type	Risk Treatment	Initial Rating	Revised Rating	Future Rating	Eff. of Control
SR20	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)	Executive Director Health and Adult Social Care Head of Adult Social Care Commissioning Assistant Director - Operations and Transformation	BHCC Strategic Risk, Economic / Financial	19/05/21	Threat	Treat	Red L5 x I4	Red L4 x I4		Revised: Uncertain

Causes

Link to Corporate Plan 2020-23. Outcome 6: 'A healthy and caring city; and action ensure that health and care services meet the needs of all'. The high level Health & Wellbeing Strategy was formally adopted in March 2019 and provides a policy framework that is monitored and assured through the Health & Wellbeing Board (HWB). The systems to deliver improved collaboration are made up of a number of organisations outside the council and there are competing drivers including budget and performance challenges which have been difficult to align. National Government is introducing legislation through Parliament to determine how the system will operate to ensure health and social care integration. The impacts of COVID-19 affects health and social inequalities and needs to be addressed in partnership for the benefit of our city.

Potential Consequence(s)

If parties do not work together as effectively as required, or organisations' priorities change, it will affect delivery of performance targets. Any failure of delivery across the health and care system could impact on costs and pressures throughout the system and frustrate attempts to release efficiency savings and improve system performance.

Existing Controls

First Line of Defence: Management Controls

1. The CCG operates across 7 Primary Care Networks (PCNs). From April 2017 three Social Care District teams support these PCNs so that social care operational work is aligned. Further reorganisation has been completed to streamline activity into 2 pathways to meet need.
2. Better Care Board established (high level and cross sector representation) and co-chaired by Executive Director Health & Adult Social Care and CCG Director of Commissioning, with oversight by Health & Wellbeing Board.
3. Health & Social Care Partnership Board (HSCP) jointly chaired by CCG and BHCC meets monthly to identify and collaboratively plan for service delivery.
4. Health & Wellbeing Strategy adopted in March 2019 running until 2030.
5. Considerable collaborative operational working is being delivered within both the hospital social work teams and community adult social work teams. As part of the Covid-19 response we worked with partners to expedite set up of the Discharge Hub at Royal Sussex County Hospital in order to implement the community pathways (July 20) for discharge review of people leaving hospital care.
6. 2nd Tier of Mental Health Integrated Services with Sussex Partnership Foundation Trust (SPFT) involve BHCC staff seconded to SPFT within the framework for the revised S75 agreement.

Second Line of Defence: Corporate Oversight

1. Health & Wellbeing Board being reviewed with consultation taking place. Proposals developed for HWB in Jan 2021 for delivery of a collaborative approach, including oversight of the Better Care Plan.
2. Better Care Plans in place. Section 75 agreement currently being reviewed.
3. Partnership work agreed and submitting an annual Better Care Plan since the deadline in March 2014. The Better Care Fund is currently being reviewed in light of updated Government Guidance for July 2021 Committee.



Third Line of Defence - Independent Assurance

- Quarterly Better Care submissions to NHS England ongoing. There has not been any challenge back from NHS England. In 2017 NHS England signed Better Care Plan, submitted in November 2017 (approved with 2 conditions, addressed).
2. The A&S Committee reviewed this risk in September 2021, and at A&S Committee in September 2019.
 3. Internal Audit 2020/21 Hospital discharge arrangements audit (Reasonable Assurance).
 4. Internal Audit work in 2019/20. Joint Commissioning (Reasonable Assurance), Public Health (Reasonable Assurance).
 5. No specific Internal Audit work in 2017/18.
 6. In 2016/17 internal audit work reviewing the Better Care Fund gave Limited Assurance.

Reason for Uncertain status of Effectiveness of Controls - This risk is affected by changes affecting a number of organisations which contribute to the health care system.

Risk Action	Responsible Officer	Progress %	Due Date	Start Date	End Date
<p>A new D2A (discharge to assess) pathway commenced 6/1/20 which determines 3 pathways for patients and Pathway 1 (D2A) is being reviewed commencing with a Task & Finish group which considered how further efficiencies and improved flow can be delivered.</p>	<p>Assistant Director - Operations and Transformation</p>	80	31/03/22	01/04/16	31/03/22
<p>Comments: A multi-agency Discharge (DC) HUB established since May 2020 works to ensure adherence to Government discharge guidance issued in August 20. This enables an improved co-ordinated approach to implement effective discharge pathways as agreed in accordance with the revised Discharge to Assess (Home First) aka D2A pathways first implemented in January 2020. This includes a performance dash board supported by an adopted NHS programme. Performance is tracked in HASC Directorate Plan and through weekly joint meetings with Health. Demand and capacity is co-ordinated by the Operational Command Group, consisting of senior representatives of leadership across both the health and social care system. Performance reviews are closely monitored in these exceptional times of demand and challenges. All pathways have been running through Covid and we will be reviewing their ongoing effectiveness from the learning.</p>					
<p>Further integration with Primary and Community Care</p>	<p>Assistant Director - Operations and Transformation</p>	55	31/03/22	01/04/16	31/03/22
<p>Comments: This worked has been slowed by COVID. Progress on this will also be determined by any forthcoming Government legislation and local interpretation of this legislation through 2021. This work is being progressed and monitored via the new HASC Modernisation programme.</p>					
<p>Plan Admission Avoidance with SCFT to extend delivery of social care responsibilities and enable more effective services</p>	<p>Assistant Director - Operations and Transformation</p>	35	31/03/22	02/01/18	31/03/22

Risk Action	Responsible Officer	Progress %	Due Date	Start Date	End Date
<p>Comments: May 21 – this work has now started and is being progressed through the HASC Modernisation Programme.</p> <p>January 2021 update – Pressure on system and Covid response to support hospital discharge has remained the focus. The work aligned to admission avoidance has not as yet been progressed.</p> <p>The focus of work to date has mostly been on discharge through the multi-agency discharge hub (involves BSUH, SPFT and BHCC) to utilise increased opportunities to divert clients as appropriate at the 'front door'. There has been a slight progression but focus of partners is diverted by Covid-19.</p> <p>Reviewing the Hospital rapid discharge team to prevent admission, through 4 social workers working on the acute floor with nurses and therapists. The aim is to triage at the first stage to prevent admission to hospital where possible.</p>					

Risk Code	Risk	Responsible Officer	Risk Category	Last Reviewed	Issue Type	Risk Treatment	Initial Rating	Revised Rating	Future Rating	Eff. of Control
SR37	Not effectively responding to and recovering from COVID-19 in Brighton and Hove including building resilience for future pandemics	Executive Director Health and Adult Social Care Programme Manager - PMO	BHCC Strategic Risk	19/05/21	Threat	Treat	 L4 x I4	 L3 x I4		Revised: Uncertain

Causes

Link to Corporate Plan 2020-23. Outcome 6 ‘A healthy and caring city’, action 5.1 ‘Increase ’s ability to work with its partners and others to deliver services, including statutory. to support service users, residents, businesses and employees of the council

Potential Consequence(s)

1. Increases in numbers suffering physical and mental illness; and deaths
2. compromised ability to delivers statutory duties and business as usual
3. not delivering safe services and meet needs
4. trust and confidence and reputation of the council affected
5. damage to city economy and the wealth of citizens
6. capacity of staff, providers and contractors tested
7. health and wellbeing impact on those delivering services
8. emergency operating arrangements increase budget overspend
9. sustainability of local tax base affects council’s financial position to deliver Corporate Plan

Existing Controls

First Line of Defence: Management Action

Response:

1. Covid-19 Response programme has continued with clear governance structure proportionate to the current situation
2. BHCC working with NHS and Education, Care Homes and Care Settings to create a joint response to outbreaks. Engaging with other partners as and when required to ensure actions are taken minimising the spread of Covid-19

3. Covid-19 Co-ordination Group met weekly until March 2021 with Emergency Planning, Environmental Health, Public Health and representatives from Directorate Management Teams (DMTs). From April 2021 onwards, arrangements of the revised Local Outbreak Management Plan (LOMP) will determine future groups and regularity of meetings.
4. City Council continues to link with Local Resilience Forum (LRF), Public Health England and National Health England to address response to COVID-19
5. Regular communications on the council's website and intranet and press releases.
6. Emergency Resilience Team connected with work with neighbouring local authorities and blue-light services

Recovery:

1. The scope of, and governance arrangements for, the Recovery & Renewal programme have been reviewed in March 2021 to ensure they remain appropriate. Revised proposals were reported to, and agreed by, the Corporate Modernisation Delivery Board (CMDDB) on 17 March 2021 to take effect from April 2021.
2. Each working group within the programme has a Lead and Project Manager to manage specific aspects of city and council recovery. The working groups include representatives from partner organisations, including the Community & Voluntary Sector (CVS), as appropriate. All activity is overseen by the Recovery & Renewal Programme Manager and Senior Responsible Owner (SRO).
3. The Covid Recovery & Renewal Group which was, until December 2020, a monthly forum for the leads of the Recovery & Renewal working groups has been paused until April 2021 to enable review of the programme scope and its working groups. The Group includes representatives from the Clinical Commissioning Group and CVS.
4. Weekly catch up meetings are held with the Recovery & Renewal Sponsor, SRO and Programme Manager, Local Outbreak Control Senior Programme Manager and Head of Policy, Partnerships & Scrutiny.

Second Line of Defence: Corporate Oversight

Response:

1. Daily Public Health (PH) Cell that meets to analyse day-to-day data and intelligence. Weekly the same group meets spending more time on the data
2. BHCC Covid-19 Co-ordination Group meets weekly
3. Covid-19 ELT Gold meets weekly receiving points of escalation from Daily PH Cell and Covid-19 Co-ordination Group
4. Reports to the Policy Chairs' Board and relevant Committees e.g. Policy & Resources Committee on financial implications for Council as a result of Covid-19 on 4th April 2020
5. Local Outbreak Management Plan has been revised and reported to the Executive Leadership Team (ELT) in March 2021.
6. Local Outbreak Engagement Board has been established, meeting weekly
7. Director of Public Health engages with Sector Led Improvement and Peer Challenge
8. Briefings have been created with City Leadership, All Councillors (when required) and Wider Local Outbreak Engagement Board.

Recovery:

1. CMDDB meets monthly as the Recovery & Renewal Programme Board to oversee progress and satisfy itself that the programme is being managed and delivered correctly.
2. ELT Covid-19 Gold Recovery Co-ordination Group meets monthly as the Recovery & Renewal Steering Group to provide strategic leadership and drive the city and council's recovery from the pandemic.
3. Policy & Resources (Recovery) Sub-committee has been established and meets bi-monthly to oversee, and receive reports pertaining to, the recovery

of the city and council from the pandemic.

4. Recovery & Renewal governance links into emergency response governance, as appropriate.

5. Governance arrangements also link into the appropriate citywide and regional structures, including the City Management Board, Brighton & Hove Connected Partnerships, Greater Brighton Economic Board and Coast to Capital Local Enterprise Partnership.

Third Line of Defence:

The Local Government Association (LGA) Peer Review visit on 29 March 2021 to include the council's arrangements to recover from the pandemic.

This risk was added to the SRR in April 2020 and was reviewed at A&S Committee in July 2020..

Internal Audit counter fraud work on Business Grants and certification of other Covid Grants in accordance with central government department requirements.

Uncertainty of Effectiveness of Controls is that this is an unprecedented global incident and we have learnt and continue to learn from the experience

Risk Action	Responsible Officer	Progress %	Due Date	Start Date	End Date
Deliver Covid-19 Recovery and Renewal Programme	Corporate Portfolio Lead	75	31/03/22	29/06/20	31/03/22

Comments: Recovery & Renewal: Risk is managed as follows:

1. The working groups conduct a risk analysis exercise to identify the risks relevant to their area of focus and captured these in a risk log.
2. Each risk is categorised as either working group or programme level.
3. Working group level risks are managed by that working group and only reported to the Programme Board if they need to be escalated ('red' risks).
4. Programme level risks are included in the working group's highlight report and reported to schedule to the Programme Board, if the working group feels they are of corporate interest.
5. The Covid-19 Programme Manager will maintain a programme risk log comprising the programme level risks from the working groups, escalated 'red' risks, corporate risks and those that cut across more than one working group. This will be shared periodically with the Programme Board.
6. The Programme Board will escalate risks to the Sussex Resilience Forum Recovery Co-ordination Group, as appropriate.

Develop and deliver Covid-19 response programme	Programme Manager - PMO	30	31/03/22	20/03/20	31/03/22
---	-------------------------	----	----------	----------	----------

Risk Action	Responsible Officer	Progress %	Due Date	Start Date	End Date
<p>Comments: 18 March 2021 - Per national directive and informed by our experience the Local Outbreak Mangement Plan has been re-designed and was reported to ELT on 30 March 2021. It re-designs the response programme to simplify the structures for Covid-19 response and focuses on 4 areas: Vaccination/ Opening City Safely/ Response to confirmed cases/ Outbreaks.</p> <p>12 November 2020 - Covid-19 Response Programme has evolved and been created around Local Outbreak Engagement. The Governance structure will be in place Bronze, Silver and Gold level oversight. Winter planning has been started and exercise programme has been launched</p> <p>22nd September 2020 - Covid-19 Response Programme has moved on to a new phase and is focussed around Recovery & Renewal Programme and Local Outbreak Plan as the active part of the response. The Governance structure will be in place Bronze, Silver and Gold level oversight. Winter planning has been started and exercise programme has been launched</p> <p>26 June 20 update - Covid-19 Response Group has been presented with data on the disproportionate impact of Covid-19 on some protected characteristic groups. The presentation framed the discussion that took place after with Cells tasked to identify additional actions that affect these groups. Process have been established for funding requests, risk management and progress updates. Learning from Response will be incorporated into Recovery & Renewal work including approach to equalities which will be considered in developing the programme</p> <p>First comments - Covid-19 response programme developed. Governance arrangements agreed with Executive Leadership Group and the Leader/Deputy Leader of the council. 'Cell's developed to work on specific areas of work – project management and communications support assigned to each cell. Regular progress update arrangements from 'Cells' being reported to the Covid Response Group and to the ELT oversight group. Risk management at the corporate and directorate level in place.</p>					
Establish & maintain effective links at national and regional level to ensure a coherent response	Programme Manager - PMO	30	31/03/22	10/02/20	31/03/22

Risk Action	Responsible Officer	Progress %	Due Date	Start Date	End Date
<p>Comments: The links that have been developed throughout Covid-19 have been maintained and are reviewed to ensure currency so that the governance structures we have locally (particularly working with both county councils in Sussex) and regional groups (the Sussex Resilience Forum 'SRF') all link up to the national body of COBRA.</p> <p>Update 26.06.20 - BHCC continues to be represented on the Incident Strategic Co-ordinating Group and Incident tactical co-ordinating group to ensure co-ordination across the region. BHCC has used this a platform to maintain its role as regional groups move to Recovery</p> <p>First comment - BHCC represented on the Incident Strategic Co-ordinating Group and Incident tactical co-ordinating group to ensure co-ordination across the region.</p>					
Horizon scanning and implementing actions to build resilience for response to future pandemics	Programme Manager - PMO	25	31/03/23	27/04/21	31/03/23
<p>Comments: Director of Public Health working with their counterparts in other Local Authorities to develop a peer review approach and share learning. Public health team will also be proactive in understanding national approach to future pandemics and take actions as they emerge.</p>					