

Brighton & Hove City Council

Corporate Risk Register 2010/11 set by TMT 12 May 2010, updated by officers November 2010

Key to Risk & Opportunity Scores:

Likelihood – 1 (Almost Impossible), 2 (Unlikely), 3 (Possible), 4 (Likely), 5 (Almost Certain)

Impact – 1 (Insignificant), 2 (Minor), 3 (Moderate), 4 (Major), 5 (Catastrophic or Fantastic)

Risk No.	Risk Summary	Risk Scenario A potential or actual risk or opportunity which needs to be managed in order to better achieve the Council's objectives	Potential Consequences of the Risk or Opportunity	Control Actions include (but are not limited to)	Likelihood (L) Score	Impact (I) Score	Risk Score L x I (Dot indicates RAG rating)	Officers	Council Priority
2	FINANCIAL OUTLOOK FOR THE COUNCIL	Projections of reduced funding from central government, combined with reductions in income streams and increased spending due to the prevailing national and economic climate may be greater than anticipated	Overspends within the financial year and higher savings targets may result in unplanned changes to service delivery	<ul style="list-style-type: none"> • Earliest possible updating and communication of resource projections and budget implications thereof • Robustness of budget savings and pressures estimates • Review adequacy of reserves and provision of risk contingencies in light of above • Critical budget reviews and reporting • Regular income collection, monitoring and reporting • Contingency planning for falling budgeted investment income • Extensive Value for Money reviews to contribute to future savings requirements 	5 ↕	4 ↕	20 ● RED	Mark Ireland, Nigel Manvell	2

Council priorities:

- 1 = Protect the environment while growing the economy
- 2= Make better use of public money
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- 5 = Open and effective city leadership

Likelihood & Impact Arrows indicate



Downward



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					5 ↕	4 ↕	20 ● RED		
3	LONG TERM FUNDING FOR EDUCATIONAL PREMISES	To address the long term implications of the condition and deterioration of its educational premises in relation to delivering 21st century education the council is considering, evaluating and pursuing the available options to secure maximum investment for city schools	If the council does not gain extra investment, the city's educational offer, curriculum and premises may not be as good as other cities in the region which have been able to access funding	<ul style="list-style-type: none"> Falmer Academy building started Nov 2009 due for opening Aug 2011 with final completion in Feb 2012 Portslade Community College Academy Statement of Intent agreed, Expression of Interest in development, Community consultation started Possible sites for new primary schools under consideration and agreement for one reached Interim plan for expansion of existing primary schools agreed Review of emerging coalition government policy and associated funding stream announcements and a review of current resources, including Schools Futures reserves 	5 ↕	4 ↕	20 ● RED	Gill Sweetenham	2

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5	BRIGHTON CENTRE	To deliver a world class convention centre as part of a comprehensive redevelopment of Churchill Square and the seafront, which will reinforce Brighton's reputation as a leading conference destination, enhance Brighton's retail offer and optimise the development potential of this prestigious seafront site	If the Brighton Centre is not redeveloped the city will lose its reputation as a leading conference destination and this will have a detrimental impact on the local economy	<ul style="list-style-type: none"> A positive ongoing working relationship is being maintained with Standard Life Investments. This remains key to delivery of the current concept scheme A series of interim viability exercises between Standard Life and their consultants took place during 2010. The Council are awaiting detailed feedback from Standard Life on this interim work and once received, it will be possible to begin to plan more effectively the next stages and key milestones for the project Ongoing review from key officers continues periodically, and currently, this is specifically in relation to funding and viability 	5 ↕	4 ↕	20 ● RED	Martin Randall, Katharine Pearce	1
9	MAJOR PROJECTS	The international financial climate could result in	If major projects do not proceed ,	<ul style="list-style-type: none"> A dedicated project management resource (Major 	4	4	16	Martin Randall, Max Woodford,	1

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		fewer investment opportunities for the city and may have a direct impact on the ability to secure funding to deliver high quality and sustainable developments on key infrastructure sites throughout the city	the benefits of additional jobs, housing and visitor spend will be lost to the detriment of the city's local economy and prospects for local residents	Projects and Regeneration Team) to co-ordinate resources, lead and manage delivery of prioritised projects for the City <ul style="list-style-type: none"> Regular meetings with Partners identify key issues to affect developments and how best and to what extent the council can support continued progression. e.g. pragmatic extension of project timetable, review of "mix of uses" Accessing external expertise where necessary to ensure opportunities are maximised for external funding 	↕	↕	 RED	Katharine Pearce	
19	EFFECTIVELY MANAGING TRANSFORMATION	In any period of significant organisational change, the following aspects need careful	* Service disruption during change process unless	* Robust project planning * Constant focus on all risks & opportunities via active risk review and management, co-	4	4	16	Chief Executive, all CMT	All

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W		<p>management:</p> <p><u>Financial</u></p> <ul style="list-style-type: none"> * control of current year spend * effectively planning for 11/12 budget <p><u>Safeguarding</u></p> <ul style="list-style-type: none"> * systems need to be clear and robust <p><u>Governance & Accountability</u></p> <ul style="list-style-type: none"> * Clear roles & responsibilities <p><u>Staffing Resources</u></p> <ul style="list-style-type: none"> * Ensuring staff availability is controlled & at appropriate levels 	<p>managed well</p> <ul style="list-style-type: none"> * Timescales affected * Additional overspends and financial risk. 	<p>ordinated across project streams</p> <ul style="list-style-type: none"> * Fortnightly budget group meetings * Reports planned for Governance Committee, Cabinet and Council * Communications and engagement work 			<p></p> <p>RED</p>		
13	WASTE REDUCTION & DISPOSAL	Increasing legislation and financial penalties for waste disposal requires sustainable & cost-effective solutions to	Impact of increased costs of waste disposal on council tax and	<ul style="list-style-type: none"> * Council has been active in lobby group to persuade DEFRA to change definition of waste legislation * Regular monitoring of legal and regulation changes affecting contract * Council's Municipal Waste 	3 ↔	4 ↔	<p>12</p> <p></p> <p>AMBER</p>	Gillian Marston. Mark Ireland	2

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		minimise waste and waste disposal	potential reduction of funds available for other council service delivery	Management Strategy was adopted in March 2010. It sets out action plans to reduce waste and increase recycling *Project Management of Waste PFI Contract					
20	INFORMATION GOVERNANCE	The council holds information relating to its citizens and must ensure sufficient governance and a culture of ownership and accountability, to prevent inappropriate disclosure of citizens' data	* Citizen safety compromised * Reputational damage * Legislative implications of personal records being breached	* Work underway to develop Corporate Management Information Strategy * Compliance with national requirements e.g. Government Connects (Csx) * Agreement that each Business Unit will self-audit practice and develop action plans as required	4 New	3 New	12  AMBER	Catharine Vaughan and Information Governance Group	All
1	COUNCIL HOUSING STOCK CONDITION	For the council to meet the Decent Homes Standard by the end of 2013, significant financial investment is required beyond the council's	Challenge to meet all aspects of the DHS by the end of 2013. Significant investments	<ul style="list-style-type: none"> New 10 year contract approved by Cabinet July 09, contract exceeds financial efficiency targets in HRA business plan Repairs & Improvement Partnership commenced April 2010 	4 ↔	3 ↔	12  AMBER	Nick Hibberd	4

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55	COUNCIL HOUSING STOCK CONDITION continued....	current resources	required beyond the councils resources	<ul style="list-style-type: none"> • Audit Commission review of Repairs Contract (Oct 10) acknowledged robust contract monitoring arrangements • 3 year investment programme developed to achieve just under 75% Decency by March 2011 and 90% by March 2013. Monthly monitoring of delivery of decent homes programme at strategic core group. 6.8% improvement in the number of Council homes that meet the decent homes target in the first six months of 2010/11 • Cabinet approval in November 2010, in response to revised proposal from Brighton & Hove Seaside Community Homes, to work with Brighton & Hove Community Seaside Homes to identify funding and bring to financial, legal and commercial 					

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15	EFFECTIVE PROCUREMENT PROCESS & CO-ORDINATED ORGANISATIONAL COMPLIANCE	Procurement practices are not consistently applied across the organisation	Value for Money and quality of service delivery may not be optimal, limited assurance on legal compliance, sustainability and best practice	<ul style="list-style-type: none"> Implementation of revised corporate procurement strategy to co-ordinate approach Continually updating the corporate register of contracts to inform procurement spend Continual improvement, adaptation and roll out of the Procurement Toolkit which provides advice on Health & Safety, EU procurement, sustainability etc. Continual liaison with legal services to ensure that legal requirements are met in procurement practice Work to improve links with council services, contract officer forums and steering/focus groups 	3 ↕	4 ↕	12 ● AMBER	Mark Ireland, Claire Jones	2

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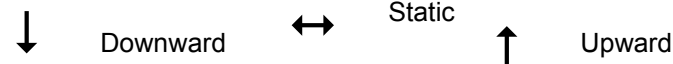
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17	INVESTING IN THE CITY'S SUSTAINABLE FUTURE	For the city to be sustainable, social & economic development must progress within environmental limits. There is an opportunity for the city to be a leading sustainable city in the UK, using extensive local expertise in the community	Negative impacts on city ecosystem services (air, water, biodiversity etc.) will impact on the city and its community in the future if insufficient priority is given to sustainability. City reputation and economic potential will be improved by strong leadership on sustainability and the city's wider environmental impacts	<ul style="list-style-type: none"> City Sustainability Partnership is focusing on performance against actions prioritised in the Sustainable Community Strategy The City Council leadership adopted Sustainable City priorities for 2010 included signing up the council to the 10:10 campaign to reduce emissions from our buildings, street lighting and fleet use by ten per cent (10%) in 2010/11; work with the community to set up and run a successful city-wide 10:10 campaign; more electric vehicle charging points across the city to give people more transport choices; support for the planned offshore windfarm development and work to maximise its local economic impacts 	3 ↔	4 ↔	12  AMBER	Richard Tuset, Thurstan Crockett	4, 2
18	PROTECTION	Impact of unprecedented	Increased	<ul style="list-style-type: none"> Existing CYPT service provision 	4	3	12	Steve Barton, Jo	2

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69	OF VULNERABLE CHILDREN	level of child protection activity on local arrangements to safeguard and protect vulnerable children resulting from national shifts in public perception, policy and practice following high profile cases (Baby P), the Laming Report recommendations and the introduction of the Public Law Outline	activity is sustained, including high level of legal and placement costs, impacts on CYPT budget strategy, operational structures and partnership arrangements	and detailed operational guidance <ul style="list-style-type: none"> • Pan Sussex Child Protection & Safeguarding Procedures (multi-agency working) • Review of Tiers of Intervention Underway • Interventions to strengthen service delivery and manage levels of demand including Value for Money/Impower work streams in the CYPT • Joint working with all partners on the Local Safeguarding Children Board • Strengthen quality assurance framework including self-assessment against external regulatory and inspection standards 	↕	↕	 AMBER	Lyons, James Dougan	

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