



Brighton & Hove City Council Strategic Risk Register 2013/2014 - reviewed by Executive Leadership Team (ELT) May 2013

Risks are set out in order of Residual Risk Score (a combination of likelihood and impact)



See final page for information on risk scoring and terms used

Strategic Risk No.	Risk Title and Owner	Council Priority	Background and Risk Scenario and Potential Consequences <i>A potential or actual risk or opportunity which needs to be managed in order to better achieve the Council's objectives (including contribution to the Sustainable Community Strategy)</i>	Risk Category	Initial Likelihood (L) Score	Initial Impact (I) Score	Risk Score L x I (Dot indicates RAG rating)	Mitigating Controls and Actions currently include (but are not limited to)	Residual Likelihood (L) Score	Residual Impact (I) Score	Residual Risk Score L x I
12	<p>Maintaining Seafront as an asset to the city</p> <p>Assistant Chief Executive</p> <p>Paula Murray</p> <p><i>and</i></p> <p>Executive Director Environment, Development & Housing</p> <p>Geoff Raw</p>	2. Creating a More Sustainable City	<p>Background: The city council is the lead custodian of the city's iconic seafront. This involves both maintenance of historic infrastructure and development of key and iconic sites. The seafront is the city's shopfront, a very significant attraction in our visitor economy and a series of important public spaces for our residents. There are 5 million people along our seafront every year.</p> <p>Risk Scenario: The heritage structures and infrastructure managed by the council along the seafront require significant investment. Not all existing assets have received the investment needed to meet the changing patterns and demands of usage. The arches which house many of the seafront businesses are intrinsic to the seafront's commercial success and are part of the structural support for the city's major highway the A259 road and footways, many of the structures require significant refurbishment and are under constant monitoring. Madeira Terraces is another current example, where extensive additional financing and resources are needed to meet the refurbishment needs identified.</p>	Physical	5	4	<p>20</p> <p></p> <p>RED</p>	<ul style="list-style-type: none"> ⌘ Seafront arch repair programme to be delivered over 10 years from 2012; ⌘ Commissioned structural surveys, e.g. principal inspection of Madeira Terrace and a programme of structural surveys of arches and other seafront structures; ⌘ Ongoing visual inspection on day to day basis by seafront team; ⌘ Specialist functions involved in cross council working group to identify, prioritise and report issues. 	4	4	<p>16</p> <p></p> <p>RED</p> <p>NEW</p>

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2	<p>Financial Outlook for the Council</p> <p>Executive Director Finance & Resources</p> <p>Catherine Vaughan</p>	ALL	<p>Background: Reductions in central government funding are expected to continue well beyond the current Comprehensive Spending Review period through to 2020. The changes to local government funding introduced in 2013/14 will also transfer 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.</p> <p>Risk Scenario: The council will need to 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.</p>	Economic/ Financial	5	4	<p>20</p> <p></p> <p>RED</p>	<ul style="list-style-type: none"> § Ongoing review of the adequacy of risk provisions and reserves to support the budget strategy and to ensure financial resilience; § Closer alignment of Corporate Plan and MTFs; § City Management Board and Finance Directors reviewing city wide impact and opportunities for joint budget planning; § Development of skills and knowledge to support options appraisal of new delivery models; § Ongoing consultation and engagement plan for budget setting including with staff, partners, business sector and Community & Voluntary Sector; § Close monitoring of council tax and business rates income and regular updating of forecasts. 	4	4	<p>16</p> <p></p> <p>RED</p> <p>↕</p>

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14	Pay & Allowances Modernisation Chief Executive Penelope Thompson	4. Modernising the council	<p>Background: The pay, terms and conditions of employees of Brighton & Hove City Council are constructed from a number of different sources. Key terms and conditions such as pension rights and entitlement to sick pay are agreed nationally. Basic pay is governed by the council's job evaluation and grading system which was implemented in January 2010 and the rates of pay are set in accordance with nationally agreed pay scales. In addition, a significant number of staff receive allowances and additional payments because of the nature and pattern of the work that they do. These allowances are locally determined but over time the current system has become complex, is based on historic requirements and is no longer fit for purpose. Pay Modernisation is designed to implement a new system of allowances that is fair, consistent, modern and transparent and takes into account relevant legislation and case law, in particular in relation to equal pay and broader employment law.</p> <p>Risk Scenario: Pay Modernisation is critical to ensure a fair, consistent, modern and transparent system of pay. Failure to implement an appropriate system of pay could lead to significantly greater legal and financial risks in future; service disruption during the implementation phase; and reputational damage.</p>	Professional/Managerial	4	4	16  RED	<ul style="list-style-type: none"> § Agreement from Policy & Resources Committee to negotiate new allowances structure; § Clear officer governance structure set up for communications, negotiations and decision-making; § Clear communication strategy for members, staff and officers; § Identified staff and other resources in Finance, Legal and HR to support negotiations, pay modelling and financial and legal implications; § Refreshed Business Continuity Plans. 	3	4	12  AMBER NEW

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11	<p>Welfare Reform</p> <p>Executive Director Finance & Resources</p> <p>Catherine Vaughan</p>	ALL	<p>Background: The government is implementing widespread welfare reforms and support for council tax has been localised. Introduction of the Universal Credit initiative and changes to housing benefits are expected to have a wide-ranging impact on the council and the city.</p> <p>Risk Scenario: There will be significantly less housing benefit funding in the city. It is complex to predict the impact on individuals and households. There may be increased risk of vulnerability, homelessness and an impact on income collection.</p>	Economic/ Financial	4	4	<p>16</p> <p></p> <p>RED</p>	<ul style="list-style-type: none"> § Cross-council programme management approach to welfare reform, links with other strategies i.e. financial inclusion, digital inclusion, Stronger Families, Stronger Communities Partnership; § Additional funding to implement welfare reform included in the budget; § Additional discretionary funding identified and policies agreed; § Monitoring framework being developed to assess service and equalities impacts of welfare reform; § Close monitoring of income collection from council tax and housing rents and corporate critical homelessness budget; § Approach to implementation of social housing sector size criteria agreed by Housing Committee. 	3	4	<p>12</p> <p></p> <p>AMBER</p> <p></p>

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13	<p>Keeping vulnerable adults safe from harm and abuse</p> <p>Executive Director Adult Social Care</p> <p>Denise D'Souza</p>	1. Tackling Inequality	<p>Background:</p> <p>Keeping vulnerable adults safe from harm and abuse is a legal responsibility of the council. Brighton & Hove City Council have a statutory duty to co-ordinate safeguarding work across the City, and to lead the Safeguarding Adults Board which oversees work locally, in partnership with Police, Health and Social Care providers. Over 1400 concerns were raised last year about vulnerable people, 700 progressed to safeguarding referrals requiring investigation.</p> <p>Risk Scenario:</p> <p>Cases are more complex and demands can vary. The council is able to respond appropriately at a time of change and contact is vital to protect those most vulnerable.</p>	Customer/Citizen	4	4	<p>16</p> <p></p> <p>RED</p>	<ul style="list-style-type: none"> ⌘ Awareness through messages and training; ⌘ Safeguarding Board workplan; ⌘ Learning from serious case reviews, coroners concerns and case review from national work; ⌘ Good multi-agency work: Pilot role and access point from Police; ⌘ Audit of Safeguarding investigations and alerts (to check as appropriate); ⌘ Maintain the role and numbers of professional social workers through service redesign and voluntary severance to ensure capacity; ⌘ Multi-agency training in place for better awareness, investigation management; ⌘ Highly motivated social workers ⌘ Assessment of need using agreed threshold policies and procedures; ⌘ Staff provided with learning opportunities and undertake continuous professional development. 	3	4	<p>12</p> <p></p> <p>AMBER</p> <p>NEW As separate risk</p>

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15	<p>Keeping children safe from harm and abuse</p> <p>Interim Executive Director Children's Services</p> <p>Heather Tomlinson</p>	1. Tackling Inequality	<p>Background: Keeping vulnerable children safe from harm and abuse is a legal responsibility of the Council. Legislation requires all local authorities to act in accordance with national guidance (Working Together) to ensure robust safeguarding practice. This includes the responsibility to ensure an effective Local Safeguarding Children Board which oversees work locally and in partnership with Police, Health and social care providers. The numbers of children in care, and with Child Protection and Children in Need plans, are significantly higher than in similar authorities (1780).</p> <p>Risk Scenario: The complexity of circumstances for many children presents a constant state of risk. Understanding and managing risk demands informed and reflective professional judgement, and often urgent and decisive action, by all agencies using agreed thresholds and procedures. Such complexity inevitably presents a high degree of risk. Children subject to abuse and neglect are unlikely to achieve and maintain a satisfactory level of health or development, or their health and development will be significantly impaired. In some circumstances, abuse and neglect may lead to a child's death.</p>	Customer/ citizen	4	4	<p>16</p> <p></p> <p>RED</p>	<ul style="list-style-type: none"> § LSBC Work Plan and strong leadership by the Independent Chair; § Serious Case, Local Management and Child Death Reviews to identify and learning and action for improvement; § Robust audit of case files and safeguarding practice; § Clarity regarding roles, responsibilities and accountabilities of all professionals and agencies; § Robust assessment of need using agreed thresholds, policies and procedures; § Continuous professional development and learning opportunities; § Integrated Teams providing targeted support to the most troubled families (Stronger Families, Stronger Communities programme). 	3	4	<p>12</p> <p></p> <p>AMBER</p> <p>NEW As separate risk</p>

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					Score	Score			Score	Score	
4	<p>Economic Resilience and Sustainable Economic Growth</p> <p>Executive Director Environment, Development & Housing</p> <p>Geoff Raw</p>	2. Creating a more Sustainable City	<p>Background: The council has a significant role in championing the city economy and attracting inward investment. It uses its own land and property portfolio to contribute to this alongside a range of policy levers including: housing, planning, economic development, leisure, tourism, education performance and public investment powers</p> <p>Risk Scenario: If the council does not do this effectively: * The city's economy falters in the wake of difficulties in the national and international economy * Business, community, employee and employment expectations and aspirations not met and reputation affected * Failure to sustain local businesses and attract new investment in the city * Failure to achieve Corporate Plan objectives.</p>	Economic/ Financial	4	4	<p>16</p> <p></p> <p>RED</p>	<p>§ Greater Brighton City Deal initiative has established governance arrangements to support local economic growth and well being;</p> <p>§ The Council continues to work closely with the Local Enterprise Partnership to influence the economic development strategy and has successfully bid for Growing Places Funding and is in the process of bidding for EU Structural Funds;</p> <p>§ Council is exploring a variety of policy and financial levers to unlock sustainable growth including housing led regeneration with the Housing & Communities Agency;</p> <p>§ The City Plan will take account of new legislation affecting planning, including s106 requirements, and impacts on citizens, developers and businesses.</p>	3	4	<p>12</p> <p></p> <p>AMBER</p> <p>↕</p>

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10	<p>Information Governance Management</p> <p>Senior Information Risk Officer</p> <p>Abraham Ghebre-Ghiorghis</p> <p>And</p> <p>Executive Director Finance & Resources</p> <p>Catherine Vaughan</p>	ALL	<p>Background: The council must operate to a high standard of information governance within the overall context of openness and transparency.</p> <p>Risk Scenario: The council recognises that if it fails to manage data effectively then : * Individuals may suffer loss or damage * The council may suffer loss of reputation, financial penalties and/or other enforcement penalties * It may result in a loss of trust in the council by citizens and partners and sub-optimal decision making.</p>	Customer/Citizen	5	4	<p>20</p> <p></p> <p>RED</p>	<p>§ Information Management Board oversees this risk;</p> <p>§ An action plan to deliver the improvements identified by the Information Commissioner's Office is in place covering staff awareness and training, review and update of all policies and guidance, security review management and records management;</p> <p>§ Open Government Licence implemented to support open government agenda and records management;</p> <p>§ Freedom of Information requests – streamlined process being developed.</p>	3	3	<p>9</p> <p></p> <p>AMBER</p> <p></p>

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					Score	Score			Score	Score	
08	<p>Becoming a more sustainable city</p> <p>Executive Director Environment, Development & Housing</p> <p>Geoff Raw</p>	2. Creating a more Sustainable City	<p>Background: The council has an important civic leadership role in working with others to prepare the city for the impact of severe weather events and mitigate the long term impact of climate change. This includes: * working with the Environmental Agency to review and manage the risks of coastal and surface water flooding. * strengthening the resilience of the city's energy, waste management, water and land resource arrangements * improving the environmental performance of council buildings and facilities * reducing any adverse environmental impacts arising from the operation and delivery of council services.</p> <p>Risk Scenario: Depending on the council's actions, it may affect: * compliance with our commitment to be a One Planet City * the ability to attract inward investment and environmental industries to the city * maintenance of essential routes and services with particular implications for vulnerable residents and businesses in vulnerable locations * the city's long term resilience to potential increases in the costs of food, energy and travel * performance against agreed targets and compliance with environmental legislation. e.g. air quality).</p>	Environmental/ Sustainability	3	4	<p>12</p> <p></p> <p>AMBER</p>	<ul style="list-style-type: none"> ⌘ Implementation of the One Planet Living action plan; ⌘ Environmental performance management and reporting; ⌘ The refresh of the economic strategy and action plan alongside the emerging City Deal proposals for Eco Tech development in the city afford opportunity to reduce the environmental footprint of economic activity within the city and develop produces and services which can positively influence environmental management across global markets; ⌘ Continue to work in partnership with East Sussex County Council to reduce landfill reductions as a result of the Energy Recovery Facility at Newhaven. 	3	3	<p>9</p> <p></p> <p>AMBER</p> <p>↕</p>

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RISKS REMOVED/REPLACED

The Executive Leadership Team reviewed the Strategic Risk Register and resolved to remove the following strategic risks for the reasons set out below:

- * SR1 – Readiness for opportunities and impacts of Localism. This has been removed as there is active work detailed in service business plans and project plans and there is work with 2 pilot areas on neighbourhood governance; policies are in place for the community right to bid and community right to challenge and there is a procedure in place to manage neighbourhood plans.
- * SR3 – Pace & Volume of Public Sector Change. The increased join up as a result of the Public Service Board transforming into the City Management Board has allowed removal of this risk, with reference in SR2 Financial Outlook now including changes to city partners' resources for joint working.
- * SR5 – City Wide Employability removed due to considerable partnership work to address issues and performance data showing an upward trend in respect of city employability. Some job employment issues are incorporated in SR4 Economic Resilience.
- * SR6 – Safeguarding vulnerable members of our Community. This risk has been replaced and is now separated into two separate risks for Adults (SR13) and Children (SR14) rather than one combined risk.

The next pages provide copies of the removed or replaced risks.

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1	Readiness for opportunities and impacts of localism <i>Interim Lead for Chief Executive Services</i>	Engaging People Who Live & Work in the City	Background: The broad remit of the localism agenda provides opportunities for all councils to deliver public services in new ways with greater involvement of communities in local issues. The council's approach to the implementation of neighbourhood governance should prepare: <ul style="list-style-type: none"> For expressions of interest by local groups under the Community Right to Challenge and the Community Right to Bid; For influencing the development of Neighbourhood Planning; To build upon the experience of the two Neighbourhood Pilot areas; For indirect costs arising, e.g. administration and compensation costs Risk scenario: The localism agenda is a fluid and complex issue and the council will need to continue consultation and develop the approach to best fit the needs of the city and specific neighbourhoods.	Professional/ Managerial/	4	4	16 RED	<ul style="list-style-type: none"> Community Engagement Strategy in place and managed by the City Engagement Partnership Council processes being developed to prepare to respond effectively Neighbourhood Governance working group oversees development of new opportunities and changes Lead Officers communicate relevant potential impacts on services across the council as a result of Localism implementation Localism Agenda is registered as a key priority for the council, with active Member involvement including by the Council Leader Public Services Board informed of potential city impacts of the Localism Act 	3	4	12 AMBER Now Removed
3	Pace and Volume of public sector change <i>Chief Executive</i>	ALL	Background: All public services are affected by national reductions in spending and the wider reform agenda. Risk scenario: Financial constraints and significant reform affecting partner organisations, e.g. NHS and those engaged in Public Health and Wellbeing, may lead organisations to reframe their budgets and ways of working and therefore affect their ability to deliver plans as envisaged. Enhanced communication and joined up planning will be needed to ensure that the impacts on the city are well managed and there is clear agreement on the role of each organisation and its responsibilities.	Customer/citizen	5	4	20 RED	<ul style="list-style-type: none"> Strong and developing understanding of need in the city: - Joint Strategic Need Assessment - State of the City report - City Intelligence Network managed by the Public Service Board (PSB) City Needs Assessment process agreed - Brighton & Hove Local Information Service The PSB continues its work on joint commissioning: - Needs analysis which includes review of government reforms and their impacts; - Community Engagement - Joint Commissioning Pilots - Better joint resourcing City Commissioning Plan approved with a programme of targeted prioritised projects to enable and oversee partnership work, recognising challenges including financial constraints 	5	3	15 RED Now Removed

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5	City wide employability <i>Strategic Director, Place</i>	Creating a more Sustainable City	Background: The Council has a role in supporting education and training providers in strengthening the labour force offer to employers & in addressing the legitimate employment aspirations of local communities. Risk Scenario: Failure to do this effectively could impact on the performance of the city's economy and employment resilience. There would be social and economic costs for individuals and overall costs to the public purse.	Physical	4	4	16	<ul style="list-style-type: none"> Continual work via PSB and LSP and the Learning & Education Partnership with education, training & employment agencies: <ul style="list-style-type: none"> Promote the city as a business location Support the analysis of employer skills needs information Inform the business planning of education training & employment opportunities Co-ordinate public sector policy & interventions which optimise opportunities particularly for dis-advantaged people Council support for City College in setting up a skills shop in Queens Road for an Apprenticeship Training Association (opened in April 2012) Council funds the Youth Employability Service (YES) to specifically support young people 16-18 who are Not in Education, Employment or Training Council has supported bids for employment initiatives, e.g. apprenticeships, green jobs and training 	3	4	12 AMBER Now Removed

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6	Safeguarding vulnerable members of our community <i>Director of Adult Social Services</i> <i>and</i> <i>Director of Children's Services</i>	Tackling Inequality	Background: Safeguarding of Adults and Children require different responses, however the council is the lead agency with lead responsibility for both. Key issues are: * There are 1800 children in the city for whom the council has a clear legal responsibility and numbers of referrals continue to increase and are unpredictable. This is further complicated by the Government announcement about changes to children with Special Educational Needs. * As welfare reforms are implemented there is a risk that more families will become vulnerable * Services are seeing more complex cases in council care, especially in relation to mental health and older people with complex need. Risk Scenario: These changes will affect the council's ability to respond in a timely manner to safeguard the needs of the most vulnerable. Any change in the approach of risk management has the potential to impact on the council's resources and budget but despite changes, provision of services to support safeguarding of adults and children remain in place.	Customer/ citizen	4	5	20	* Services to support the most vulnerable remain in place including work on our most complex families including through the Stronger Families, Stronger Communities initiative; * Programmes to reduce risk, eg alcohol, drugs and alcohol; * Working with partners and others across children and adults services to improve understanding of threshold referrals so that risks can be better held in the community; * Commissioners working with the Governance Board to ensure appropriate levels of training and support for staff delivering services with the council and council commissioned services * Looked After Children (LAC) a clear corporate priority and overseen by the Corporate Parenting sub-committee of Policy and Resources Committee.	3	5	15 RED Now Replaced with 2 individual risks

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	MOST LIKELY IMPACT				
LIKELIHOOD	Insignificant (1)	Minor (2)	Moderate (3)	Major (4)	Catastrophic (5)
Almost Certain (5)	5	10	15	20	25
Likely (4)	4	8	12	16	20
Possible (3)	3	6	9	12	15
Unlikely (2)	2	4	6	8	10
Almost Impossible (1)	1	2	3	4	5

Risk Scoring

The City Council uses this risk matrix to “score”, i.e. assess the likelihood and impact of the risk scenario occurring and its potential consequences if it did, and how it would affect achievement of the council’s objectives.

Terms Used

- Strategic Risk Register – a document which details the current prioritised issues which affect the achievement of the Council’s objectives, including in relation to its work with others across the city to address city priorities
- Strategic Risk No. – a unique number allocated to each strategic risk. As these risks are managed, these unique risks may be removed from the Strategic Risk Register and in that case, a gap in sequential numbering will arise
- 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 – those which may arise if the risk scenario occurs
- Initial Likelihood/Impact Scores – the initial score for the risk scenario before the current Mitigating Controls and Actions are considered
- RAG rating – a way to colour code risks to prioritise them. “RAG” derives from the initials of Red, Amber, Green although for risk management it is common to have the extra colour of Yellow
- Mitigating Controls and Actions – these are already in place and operating to reduce/mitigate the likelihood and/or impact of the risk scenario and potential consequences
- Residual Likelihood/Impact Scores – assessed after taking into account the Mitigating Controls & Actions to provide a more “realistic” prioritisation of risks compared against each other
- Risk Category – there is a standard list of risk categories which are designed to ensure a “rounded” consideration of risks from a number of different perspectives. By recording the Risk Category, it enables analysis across the risks contained in a risk register