







**Brighton & Hove City Council Strategic Risk Register 2013/2014**- reviewed by Executive Leadership Team 25 September 2013.  
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See final page for information on risk scoring and terms used. Note that no risks were removed or replaced.

Strategic Risk No.	Risk Title and Owner	Council Priority	Background and Risk Scenario and Potential Consequences 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)	Risk Category	Initial Likelihood (L)	Initial Impact (I)	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
					Score	Score			Score	Score	Score
16	<p><b>Health and Social Care Modernisation/ Integration</b></p> <p>Executive Director Adult Social Care</p> <p>Denise D'Souza</p>	ALL	<p><b>Background:</b> The Care Bill is progressing through Parliament with implications for:</p> <ul style="list-style-type: none"> <li>- Safeguarding;</li> <li>- Funding of Social Care;</li> <li>- Contributions for Care costs (Dilnot report)</li> <li>- Increased duties in respect of carers</li> </ul> <p>The changes to funding (the Integration Transformation Fund 'ITF') affect how the whole system of social care, across the public and private sectors, works together. This in a backdrop of already significant changes to the NHS still being implemented and reduced budgets for ,and increased savings required from Local Government.</p> <p><b>Risk Scenario</b></p> <p>For ITF there is a short timescale which combines with the other significant challenges already being addressed and the need for the whole system of social care to work together to deliver the performance targets for ITF.</p> <p>The current statutory duties of the council continue but more will be added; there will be different elements and responsibilities of partners so that the whole system of social care will need review and work to manage challenges such as capacity, set up time, need to quantify additional work, whilst meeting existing duties.</p>	Economic/ Financial	5	4	<p><b>20</b></p> <p></p> <p><b>RED</b></p>	<ul style="list-style-type: none"> <li>§ Meetings with Clinical Commissioning Group (CCG) to develop ITF plan to be submitted by March 2014;</li> <li>§ Review of Safeguarding Board to ensure that arrangements will be fit for purpose when the legislation comes into effect;</li> <li>§ Review of the fitness of purpose of Health and Wellbeing Board for new expectations and governance of the ITF ( Integration Transformation Fund);</li> <li>§ Some project support available to supports Carers and implications of new bill;</li> <li>§ Modernisation Board set up to pull together many work streams and projects and will prioritise actions;</li> <li>§ Already a small number of local authority social care staff working on 7 days contracts, and work continues to incorporate into new contracts;</li> <li>§ Working with partners to inform and influence all parties involved in social care provision so that understanding, capacity and performance meets new requirements.</li> </ul>	4	4	<p><b>16</b></p> <p></p> <p><b>RED</b></p> <p><b>NEW</b></p>




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17	<b>School Places Planning</b>  Executive Director Children's Services  Pinaki Ghoshal	2. Creating a More Sustainable City	<b>Background:</b> The Council has a statutory role to ensure primary and secondary school places meet future need. There has been an upturn in the birth rate so that since 2003, the number of school aged children living the city has been increasing year on year therefore pupil places are increasingly challenged. This is particularly acute in areas when in previous years pupil yield has previously been very much lower. While previously there has been a focus on primary school places in the next few years we will have a significant pressure on secondary school places.  <b>Risk Scenario:</b> Parents may not be feel able to secure a place for their child in the local community; there may be increased travelling. Without identifying new sites, existing schools may become overcrowded or larger.	Customer/ citizen	4	4	16   <b>RED</b>	<ul style="list-style-type: none"> <li>§ 465 new primary school places (15.5 classes) added in last five years;</li> <li>§ Two new free schools opened in city;</li> <li>§ Four class junior site to open on Hove Police Station site September 2014;</li> <li>§ Work with Members on a cross-party basis and with partners to bring forward proposals and share understanding;</li> <li>§ Regular review of pupil number forecasting has made it clear that primary growth starts to reach secondary schools by 2014, with the issue becoming acute in subsequent years. The future need focus relates to secondary school places;</li> <li>§ New cross party school place planning group chaired by Risk Owner.</li> </ul>	3	4	12   <b>AMBER</b>  <b>NEW</b>




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18	<p><b>Effective use of technology</b></p> <p>Executive Director Finance &amp; Resources</p> <p>Catherine Vaughan</p>	4. Modernising the council	<p><b>Background:</b> The Modernising the Council priority is dependant on a high quality of ICT infrastructure and service, and staff who are able to make the most of the technology available to them. Customers' expectations of how they are able to interact with the council relies on effective use of technology.</p> <p><b>Risk Scenario:</b> If we do not invest appropriately in technology and its effective use, we will be unable to deliver sufficient efficiency savings and meet customer expectations.</p>	Customer/ citizen	4	4	16   <b>RED</b>	<ul style="list-style-type: none"> <li>⊗ ICT Strategy;</li> <li>⊗ ICT investment plan (partially funded);</li> <li>⊗ Current investment in new network and roll out of new Microsoft Operating Suite;</li> <li>⊗ ICT workforce planning ideas shared within council and SE7 partners;</li> <li>⊗ Improving Customer Experience Board includes focus on measures to enhance customers' experience and digital access to council services.</li> </ul>	4	4	16   <b>RED</b>  <b>NEW</b>




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10	<p><b>Information Governance Management</b></p> <p>Senior Information Risk Officer</p> <p>Abraham Ghebre-Ghiorghis</p> <p>and</p> <p>Executive Director Finance &amp; Resources</p> <p>Catherine Vaughan</p>	ALL	<p><b>Background:</b></p> <p>The council must operate to a high standard of information governance within the overall context of openness and transparency. The Cabinet has implemented a “zero tolerance” policy for access to the national Public Services Network (PSN).</p> <p><b>Risk Scenario:</b></p> <p>The council recognises that if it fails to manage data effectively then :</p> <ul style="list-style-type: none"> <li>* Individuals may suffer loss or damage</li> <li>* The council may suffer loss of reputation, financial penalties and/or other enforcement penalties</li> <li>* It may result in a loss of trust in the council by citizens and partners and sub-optimal decision making</li> <li>* The Council risks cut off from PSN if it does not meet the security requirements which would be business critical for many services.</li> </ul>	Customer/Citizen	5	4	<p><b>20</b></p> <p></p> <p><b>RED</b></p>	<ul style="list-style-type: none"> <li>§ Information Management Board oversees this risk;</li> <li>§ Open Government Licence implemented to support open government agenda and records management;</li> <li>§ Freedom of Information requests – streamlined process being developed.</li> <li>§ Specific project governance arrangements in place for meeting PSN Code of Connection (CoCo) requirements</li> <li>§ Re-prioritisation of all ICT project work until CoCo compliance achieved.</li> </ul>	4	4	<p><b>16</b></p> <p></p> <p><b>RED</b></p> <p></p>

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12	<p><b>Maintaining Seafront as an asset to the city</b></p> <p>Assistant Chief Executive</p> <p>Paula Murray</p> <p><i>and</i></p> <p>Executive Director Environment, Development &amp; Housing</p> <p>Geoff Raw</p>	2. Creating a More Sustainable City	<p><b>Background:</b>                      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><b>Risk Scenario:</b>                      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><b>20</b></p> <p></p> <p><b>RED</b></p>	<ul style="list-style-type: none"> <li>§ Seafront arch repair programme to be delivered over 10 years from 2012;</li> <li>§ Commissioned structural surveys, e.g. principal inspection of Madeira Terrace and a programme of structural surveys of arches and other seafront structures;</li> <li>§ Ongoing visual inspection on day to day basis by seafront team;</li> <li>§ Specialist functions involved in internal cross council working group to identify, prioritise and report issues;</li> <li>§ Ongoing visual inspection on a day to day basis by seafront team;</li> <li>§ Works undertaken to stabilise West Street Shelter Hall;</li> <li>§ Agreement for Scrutiny exercise to explore all possibilities for future funding.</li> </ul>	4	4	<p><b>16</b></p> <p></p> <p><b>RED</b></p> <p></p>

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					5	4	20		4	4	16
2	<b>Financial Outlook for the Council</b>  Executive Director Finance & Resources  Catherine Vaughan	ALL	<b>Background:</b> 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.  <b>Risk Scenario:</b> 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.	Economic/ Financial	5	4	20    RED	§ 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	16    RED  



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
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14	<b>Pay &amp; Allowances Modernisation</b>  Chief Executive  Penelope Thompson	4. Modernising the council	<b>Background:</b> 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. <b>Risk Scenario:</b> 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.	Professional/Managerial	4	4	16   <b>RED</b>	<ul style="list-style-type: none"> <li>§ Agreement from Policy &amp; Resources Committee to negotiate new allowances structure;</li> <li>§ Clear officer governance structure set up for communications , negotiations and decision-making;</li> <li>§ Clear communication strategy for members, staff and officers;</li> <li>§ Identified staff and other resources in Finance, Legal and HR to support negotiations, pay modelling and financial and legal implications;</li> <li>§ Refreshed Business Continuity Plans.</li> </ul>	3	4	12   <b>AMBER</b>  ↕

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11	<b>Welfare Reform</b>  Executive Director Finance & Resources  Catherine Vaughan	ALL	<b>Background:</b>  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.  <b>Risk Scenario:</b>  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.	Economic/ Financial	4	4	<b>16</b>   <b>RED</b>	§ 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; § Financial Inclusion Policy agreed; § Additional discretionary funding identified and policies agreed; § Monitoring framework developed to assess service and equalities impacts of welfare reform; § Close monitoring of income collection from council tax, housing rents and corporate critical homelessness budget; § Approach to implementation of social housing sector size criteria agreed at Housing Committee.	3	4	<b>12</b>   <b>AMBER</b>  





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13	<p><b>Keeping vulnerable adults safe from harm and abuse</b></p> <p>Executive Director Adult Social Care</p> <p>Denise D'Souza</p>	1. Tackling Inequality	<p><b>Background:</b>  Keeping vulnerable adults safe from harm and abuse is a legal responsibility of the council. Brighton &amp; 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. Clarity around CCG (Clinical Commissioning Group) responsibility and area team Surrey/Sussex is unclear. NHS colleagues awaiting guidance from NHS England.</p> <p><b>Risk Scenario:</b>  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><b>16</b></p> <p></p> <p><b>RED</b></p>	<ul style="list-style-type: none"> <li>§ Awareness through messages and training;</li> <li>§ Safeguarding Board workplan;</li> <li>§ Learning from serious case reviews, coroners concerns and case review from national work;</li> <li>§ Good multi-agency work: Pilot role and access point from Police;</li> <li>§ Audit of Safeguarding investigations and alerts (to check as appropriate);</li> <li>§ Maintain the role and numbers of professional social workers through service redesign and voluntary severance to ensure capacity;</li> <li>§ Agreed process for escalation with NHS Surrey/Sussex to ensure timelines of clinical investigations;</li> <li>§ Multi-agency training in place for better awareness, investigation management;</li> <li>§ Highly motivated social workers</li> <li>§ Assessment of need using agreed threshold policies and procedures;</li> <li>§ Staff provided with learning opportunities and undertake continuous professional development.</li> </ul>	3	4	<p><b>12</b></p> <p></p> <p><b>AMBER</b></p> <p></p>



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15	<p><b>Keeping children safe from harm and abuse</b></p> <p>Executive Director Children's Services</p> <p>Pinaki Ghoshal</p>	1. Tackling inequality	<p><b>Background:</b> 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.</p> <p><b>Risk Scenario:</b> 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><b>16</b></p> <p></p> <p><b>RED</b></p>	<ul style="list-style-type: none"> <li>§ LSCB Work Plan and strong leadership by the Independent Chair;</li> <li>§ Serious Case, Local Management and Child Death Reviews to identify and learning and action for improvement;</li> <li>§ Report delivered to LSCB following robust audit of multi-agency case files and safeguarding practice;</li> <li>§ Clarity regarding roles, responsibilities and accountabilities of all professionals and agencies;</li> <li>§ Robust assessment of need using agreed thresholds, policies and procedures;</li> <li>§ Continuous professional development and learning opportunities;</li> <li>§ Development of an Early Help Strategy and Integrated Teams providing targeted support to the most troubled families (Stronger Families, Stronger Communities programme);</li> <li>§ Plans to introduce a MASH (Multi assessment safeguarding hub).</li> </ul>	3	4	<p><b>12</b></p> <p></p> <p><b>AMBER</b></p> <p></p>

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4	<p><b>Economic Resilience and Sustainable Economic Growth</b></p> <p>Executive Director Environment, Development &amp; Housing</p> <p>Geoff Raw</p>	2. Creating a more Sustainable City	<p><b>Background:</b> 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><b>Risk Scenario:</b> 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.  * Business Rate income to the city is adversely affected.</p>	Economic/ Financial	4	4	<p><b>16</b></p> <p></p> <p><b>RED</b></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; Council is exploring a variety of policy and financial levers to unlock sustainable growth including housing led regeneration with the Housing &amp; Communities Agency and is bringing forward a number of infill site development opportunities;</p> <p>§ The City Plan will take account of new legislation affecting planning, including s106 requirements; changes to the classes order; and impacts on citizens, developers and businesses.</p>	3	4	<p><b>12</b></p> <p></p> <p><b>AMBER</b></p> <p>↕</p>

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08	<b>Becoming a more sustainable city</b>  Executive Director Environment, Development & Housing  Geoff Raw	2. Creating a more Sustainable City	<p><b>Background:</b>  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 Environment 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><b>Risk Scenario:</b>  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 &amp; travel  * performance against agreed targets and compliance with environmental legislation e.g. air quality.</p>	Environmental/ Sustainability	3	4	12   <b>AMBER</b>	<ul style="list-style-type: none"> <li>⌘ Adoption of One Planet Living principles for the city and establishment of a city-wide One Planet Board to over implementation of One Planet Living action plan;</li> <li>⌘ Environmental performance management and reporting;</li> <li>⌘ 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 products and services which can positively influence environmental management across global markets;</li> <li>⌘ Continue partnership work with East Sussex County Council to reduce landfill as a result of the Energy Recovery Facility at Newhaven.</li> </ul>	3	3	9   <b>AMBER</b>  ↕

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**Risks are set out in order of new or increasing risks, then by Residual Risk Score (a combination of likelihood and impact).**  
**See final page for information on risk scoring and terms used. Note that no risks were removed or replaced.**

	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

