



# ***Brighton & Hove City Council***

## ***Strategic Risk Assessment Report***

Risk Category - BHCC Strategic Risk;

ROM Issue:	Financial Outlook for the Council	Responsible Officer:	Catherine Vaughan
		Risk Code:	SR2

**Identified** 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.

**Potential Conseq** Implementing the current budget strategy and devising budget plans for 2015/16 will be challenging and affected by uncertainty as both national and local elections are due in May 2015.

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.

<b>Initial:</b>	High		<b>Revised:</b>	High	
<b>Risk Identified Date:</b>	15/5/2012		<b>Date Modified:</b>	10/6/2014	

**Risk Category:**  
 - BHCC Strategic Risk  
 - Economic / Financial

- Existing Controls:**
- \* Ongoing review of the adequacy of risk provisions and reserves to support the budget strategy and to ensure financial resilience;
  - \* Close alignment of Corporate Plan and Medium Term Financial Strategy (MTFS) and service and financial planning;
  - \* Ongoing review of the MTFS assumptions, the impact of legislative changes; cost and demand pressures; savings programmes; and income and grant assumptions;
  - \* Close monitoring of council tax and business rates income and regular updating of forecasts;
  - \* New VFM Phase 4 programme being initiated;
  - \* City Management Board and Finance Directors review city wide impact & opportunities for joint budget planning;
  - \* Consultation and engagement plan for budget setting continues to include staff , partners, businesses and Community & Voluntary Sector;
  - \* Development of skills and knowledge to support options appraisal of new delivery models;
  - \* Close monitoring of council tax, business rates and other income and regular updating of forecasts;
  - \* Continued review of the adequacy of savings programmes alongside other budget measures to support the budget strategy;
  - \* Ongoing review and challenge of value for money including Member review, benchmarking, and external audit review;

<b>Effectiveness of Controls:</b>	Adequate	<b>Issue Type:</b>	Threat
		<b>Risk Treatment:</b>	Treat, Treat

- Solutions:**
- SR 2 Risk Action: Deliver ongoing programme of value for money workstreams and initiatives through VFM Phase 4
  - SR 2 Risk Action: Continue to monitor impact of health sector reforms and local savings strategies
  - SR 2 Risk Action: Regular joint updates to City Management Board on partners' financial positions and strategies
  - SR 2 Risk Action: Regular updates of the City Council's projected financial position for future years
  - SR 2 Risk Action: Bi-weekly ELT/Modernisation programme board includes overview of council financial position
  - SR 2 Risk Action: Meet Targeted Budget Management (TBM) reporting timetable
  - SR 2 Risk Action: Oversight of VFM Phase 4 by cross-party Extended Budget Review Group
  - SR 2 Risk Action: Implement budget setting timetable and process

ROM Issue:	Becoming a more sustainable city	Responsible Officer:	Geoff Raw
		Risk Code:	SR8

**Identified** 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.

**Potential Conseq** 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

<b>Initial:</b>	Significant		<b>Revised:</b>	Significant	
<b>Risk Identified Date:</b>	8/5/2013		<b>Date Modified:</b>	10/6/2014	

**Risk Category:** - BHCC Strategic Risk  
- Environmental / Sustainability

**Existing Controls:**

- \* One Planet Living principles adopted for the city and establishment of a city-wide One Planet Board to oversee implementation of One Planet Living action plan;
- \* Actions and opportunities arising from gaining Unesco Biosphere status and becoming a world demonstrator for sustainability;
- \* Environmental performance reporting and improvement actions;
- \* Targets and standards introduced as part of the sustainable and ethical procurement process.
- \* The economic strategy & the emerging City Deal proposals for Eco Tech development provide opportunity to reduce the environmental footprint of the city's economic activity and develop products and services which can positively influence environmental management across global markets;
- \* Continuing partnership with East Sussex County Council to reduce landfill as a result of the Energy Recovery Facility at Newhaven.
- \* Living Wage introduced at Council and encouraging other businesses to follow suit in the city, as part of Living Wage Commission (chaired by Chamber of Commerce);
- \* Carbon Management Programme Board in place to oversee internal carbon reduction;
- \* Carbon budgets are reviewed with clear action plans to meet targets
- \* Agreement for council targets on water, waste and sustainable/ethical procurement minimum standards and the installation of monitoring equipment;
- \* Installation of metering of water and energy on council premises to reduce waste;

<b>Effectiveness of Controls:</b>	Adequate	<b>Issue Type:</b>	Threat
		<b>Risk Treatment:</b>	Treat, Treat





**Solutions:** SR8 Risk Action: Review recycling opportunities, notably food waste  
SR8 Risk Action: Work to achieve results set out in council's VFM programmes on Carbon reduction to improve the council's own environmental performance; and establish annual council carbon budget  
SR8 Risk Action: Continue to work with key statutory agencies and energy providers, eg Southern Water and N Power, to reduce waste, improve efficiency and tackle fuel poverty  
SR8 Risk Action: Investigate scope for refurbishment and maintenance of council property to incorporate energy and water performance measures, and other improvements eg, photovoltaic devices  
SR8 Risk Action: Complete the Local Bio-Diversity Action Plan and work to deliver the Biosphere Reserve as detailed to UNESCO  
SR8 Risk Action: Implement the One Planet Living Action Plan  
SR8 Risk Action: Explore Green Deal and ECO investment approach with neighbouring authorities  
SR8 Risk Action: Continue work with partners with aim of implementing a major energy efficiency improvement in homes across the city through HM Government's Green Deal

ROM Issue:	Information Governance Management	Responsible Officer:	Executive Director Finance & Resources SR10 & Senior Information Risk Owner (SIRO)
		Risk Code:	

**Identified** The council must operate to a high standard of information governance and information management within the overall context of openness and transparency. The Cabinet Office has implemented new and stringent technical IT security standards that allow access to the national Public Services Network (PSN). Alongside this it has put in place a "zero tolerance" policy for those organisations that fail to meet the standards. The taking on of Public Health responsibilities and the need to integrate Adult Social Care and Health services will also place new requirements on the safe and secure management and sharing of information.

**Potential Conseq** 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
- \* The Council risks cut off from PSN if it does not meet security requirements which would be business critical for many services

<b>Initial:</b>	High		<b>Revised:</b>	Significant	
<b>Risk Identified Date:</b>	8/5/2012		<b>Date Modified:</b>	24/10/2014	

**Risk Category:** - BHCC Strategic Risk  
- Legislative

**Existing Controls:**

- \* Information Management Board oversees this risk and provides leadership on Information Management good practice to ensure the council acts upon its legal obligations under the Data Protection and Freedom of Information Acts ;
- \* Open Government Licence implemented to support open government agenda and records management;
- \* Code of Connection compliance was achieved in August 2014. Compliance is annually reassessed and additional security standards are brought into effect each year ;
- \* Freedom of Information requests now available through What Do They Know national website;
- \* An Information Audit has been undertaken across the organisation ;
- \* A new Information Governance training package has been developed and is now being rolled out
- \* New Data Centre procurement project is underway;
- \* Information Management Board identified funding to meet increased technical security compliance standards. The requirements are implemented through the CoCo project.

**Effectiveness of Controls:** Uncertain **Issue Type:** Threat  
**Risk Treatment:** Treat,Treat

**Solutions:**

- SR 10 Risk Action: Review, re-write and re-launch all information management and security policies to ensure a deeper understanding of individual staff and Member responsibilities in respect of protecting personal and sensitive information
- SR 10 Risk Action: Refreshed and updated the Information Governance training package and made it available to staff via elearning
- SR 10 Risk Action: Continue to deliver CoCo project programme of works as agreed by Information Management Board
- SR 10 Risk Action: Deliver improved communications plan with staff and Members
- SR 10 Risk Action: Undertake a corporate-wide Information Audit to establish an up to date corporate information asset register
- SR 10 Risk Action: Sharing of best practice across SE7 authorities particularly for remote access
- SR 10 Risk Action: Business continuity arrangements are being reviewed and updated, then to be considered by decision makers and communicated to services

<b>ROM Issue:</b>	Keeping vulnerable adults safe from harm and abuse	<b>Responsible Officer:</b>	Denise D'Souza
		<b>Risk Code:</b>	SR13

**Identified** Keeping vulnerable adults safe from harm and abuse is a responsibility of the council. Brighton & Hove City Council has a statutory duty to co-ordinate safeguarding work across the city and the Safeguarding Adults Board. This work links partnerships across the Police and Health and Social Care providers. Over 1400 concerns were raised last year about vulnerable people with over 1,000 going into investigation.

Due to a national legal judgement in early 2014 on Deprivation of Liberty Safeguards (DoLS) the council has seen a significant increase in requests for Best Interest Assessments (BIAs); numbers have increased significantly testing the council's capacity to deliver.

**Potential Conseq** Generally cases are more complex and demands can vary. The council is able to respond appropriately at a time of change to protect those most vulnerable.

<b>Initial:</b>	High		<b>Revised:</b>	Significant	
<b>Risk Identified Date:</b>	8/5/2013		<b>Date Modified:</b>	10/6/2014	

**Risk Category:** - BHCC Strategic Risk  
- Legislative

**Existing Controls:**

- \* Awareness through messages and training;
- \* Safeguarding Board workplan arising from review of Board;
- \* 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 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;
- \* Working with ADASS (association of directors of adult social services) on the impact of recent legal judgement on DoLS ;
- \* Working with Care Providers to ensure requests for Best Interest Assessments are appropriate and provides best and least restrictive practice;

<b>Effectiveness of Controls:</b>	Adequate	<b>Issue Type:</b>	Threat
		<b>Risk Treatment:</b>	Treat, Treat

**Solutions:** SR13 Risk Action: Continue to learn from serious case reviews, coroners inquests and case reviews  
SR 13 Risk Action: Continue to raise awareness through messages and training  
SR13 Risk Action: From multi-agency work with Police, review pilot to inform service delivery

<b>ROM Issue:</b>	Keeping children safe from harm and abuse	<b>Responsible Officer:</b>	Pinaki Ghoshal
		<b>Risk Code:</b>	SR15

**Identified** 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 (LSCB) which oversees work locally and in partnership with Police, Health and social care providers. The numbers of children in care; with Child Protection; and Children in Need plans are significantly higher than in similar authorities.

**Potential Conseq** The complexity of circumstances for many children presents a constant state of risk which 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.

<b>Initial:</b>	High		<b>Revised:</b>	Significant	
<b>Risk Identified Date:</b>	8/5/2013		<b>Date Modified:</b>	10/6/2014	

**Risk Category:** - BHCC Strategic Risk  
- Legislative

**Existing Controls:**

- \* LSCB Work Plan established with strong leadership by the Independent Chair with aligned LSCB sub-group work plans;
- \* Serious Case, Local Management and Child Death Reviews identify learning and action for improvement;
- \* Quality Assurance across key agencies monitored by the LSCB sub group ;
- \* Reports delivered to LSCB sub group;
- \* MASH (Multi Agency Safeguarding Hub) launched in September 2014 to provide robust risk assessments and information sharing between partner agencies which will lead to robust assessment of need using agreed Child Protection threshold document, policies and procedures;
- \* Early Help Strategy in place;
- \* Stronger Families, Stronger Communities work targets support to the most troubled families;
- \* Quality Assurance across key agencies monitored by the LSCB sub group ;
- \* Reports delivered to LSCB following robust auditing of multi-agency case files and safeguarding practice;
- \* Clarity regarding roles, responsibilities and accountabilities of all professionals and agencies;
- \* Threshold document, agreed by all agencies, signed off by Children and Young People Committee; and LSCB on 2nd, and 3rd June 2014. MASH (Multi Agency Safeguarding Hub ) launched in September 2014 to provide robust risk assessments and information sharing between partner agencies which will lead to robust assessment of need using agreed thresholds, policies and procedures;
- \* Continuous professional development and learning opportunities offered by the LSCB and good multi agency take up of training;
- \* Services in place offering targeted support to the most troubled families (Stronger Families, Stronger Communities programme);
- \* Early Help Strategy in place
- \* Early Help Hub to receive referrals and support identification of appropriate interventions from September 2014

<b>Effectiveness of Controls:</b>	Adequate	<b>Issue Type:</b>	Threat
		<b>Risk Treatment:</b>	Treat,Treat

**Solutions:** SR 15 Action: Address failures in ICT information storage and retrieval processes to ensure appropriate access to case files by social workers.



ROM Issue:	School Places Planning	Responsible Officer:	Pinaki Ghoshal
		Risk Code:	SR17

**Identified** 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.

**Potential Conseq**

- \* Parents may not 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.

<b>Initial:</b>	High		<b>Revised:</b>	Significant	
<b>Risk Identified Date:</b>	25/9/2013		<b>Date Modified:</b>	10/6/2014	

**Risk Category:**

- BHCC Strategic Risk
- Customer / Citizen

**Existing Controls:**

- \* Cross party school place planning group chaired by Risk Owner and involving all schools, colleges and two city universities;
- \* 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;
- \* Work with Members on cross-party basis and with partners to bring forward proposals and share understanding;
- \* 465 new primary school places (15.5 classes) added in last five years;
- \* Two new free schools opened in city;
- \* Four class junior site to open on Hove Police Station site September 2014;
- \* One new permanent form of entry opening in September 2014 at West Hove Infant School (Connaught);
- \* Public consultation being undertaken on proposals to provide two permanent additional forms of entry from September 2015 in primary schools serving areas of highest demand, with funding identified in the capital programme;
- \* 80% of schools are currently assessed by Ofsted as good or outstanding and a new School Improvement Strategy has been adopted to support the target of all schools being good or outstanding.

<b>Effectiveness of Controls:</b>	Adequate	<b>Issue Type:</b>	Threat
		<b>Risk Treatment:</b>	Treat

**Solutions:**

- SR 17 Risk Action: Review of secondary school admissions arrangements commissioned by Children and Young People Committee, to be steered by cross party working group :
- SR 17 Risk Action: Review of 'lessons learned' from 2014 primary admissions round to be undertaken in consultation with the cross party working group with a view to agreeing earlier any bulge classes required
- SR 17 Risk Action: Deliver the School Improvement Strategy to support the remaining 20% of schools to be good or outstanding



ROM Issue:	Effective use of technology	Responsible Officer:	Catherine Vaughan
		Risk Code:	SR18

**Identified** 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.

**Potential Conseq** 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

<b>Initial:</b>	High		<b>Revised:</b>	High	
<b>Risk Identified Date:</b>	25/9/2013		<b>Date Modified:</b>	31/10/2014	

**Risk Category:** - BHCC Strategic Risk  
- Technological

**Existing Controls:**

- \* ICT Strategy;
- \* ICT investment plan (partially funded);
- \* Ongoing upgrade of ICT infrastructure, hardware and systems to ensure service availability and compliance with external government security standards;
- \* Current deployment of the new Network jointly with partners through the LINK (Completed);
- \* Roll out of new Microsoft Operating Suite (Windows 7 and Office 2010) (Completed);
- \* Migration of computer rooms to third party data centre;
- \* ICT workforce planning ideas shared within council and SE7 partners;
- \* Improving Customer Experience Board includes focus on measures to enhance customer experience and digital access to council services;
- \* New piece of work on Targeted ICT investment initiated alongside VFM Phase 4 programme to review with ELT the gaps in investment in ICT to support strategic ambitions and requirements of the Council.

**Effectiveness of Controls:** Uncertain **Issue Type:** Threat  
**Risk Treatment:** Treat, Treat

**Solutions:** SR18 Risk Action: Compare the ICT workload & existing ICT investment priorities for 2014-2016, with the emerging strategic priorities across directorates and for the Council as a whole. Work with ELT and corporate change partners to identify gaps requiring targeted investment to support business strategies and support the Council's outcomes.  
SR18 Risk Action: Review required ICT skills and training offer requirement for all staff in the light of next round of investment plans.  
SR18 Risk Action: Improve clarity & governance of relationship between ICT Investment and business benefits through the oversight by the Corporate Modernisation Delivery Board of the ICT Investment Programmes: Infrastructure and Information Management  
SR18 Risk Action: Put in place expert ICT supplier relationship skills to deliver best value from complex contracted services and additional support, planning and advice on sourcing and procurement

ROM Issue:	Implementation of the Care Act	Responsible Officer:	Denise D'Souza
		Risk Code:	SR19


**Identified** Final guidance has been received on many aspects of the Care Act although importantly still awaited are details of future funding with implications for:

- Safeguarding;
- Funding of Social Care;
- Contributions for Care costs (Dilnot report) - Future Funding;
- Increased duties in respect of carers

The Council needs to have processes and systems in place to support changes to safeguarding, care, information and advice functions by April 2015.

**Potential Conseq** If we fail to meet our new statutory duties under the Care Act then:

- \* Service delivery for individuals will be affected
- \* Reputational damage
- \* Financial risk

<b>Initial:</b>	High		<b>Revised:</b>	High	
<b>Risk Identified Date:</b>	21/5/2014		<b>Date Modified:</b>	10/6/2014	

**Risk Category:** - BHCC Strategic Risk  
- Legislative

**Existing Controls:**

- \* Adults Social Care Modernisation Board set up and considers detail on timelines and risk rating;
- \* Workstreams in place working both locally, across the South East and nationally to ensure capacity to respond to the changes;
- \* Local workstream identified and will link, where possible, to work on the Better Care Fund.

**Effectiveness of Controls:** Uncertain **Issue Type:** Threat  
**Risk Treatment:** Treat


**Solutions:** SR 19 Risk Action: Work with partners to inform and influence all parties involved in social care provision so that understanding, capacity and performance meets new requirements  
SR 19 Risk Action: Review progress at Adult Social Care Modernisation Board on a regular basis  
SR 19 Risk Action: Scan for changes relating to Care Act as more clarity emerges and assess implications of guidance issued late October 14 to care delivery arrangements

ROM Issue:	Better Care Fund	Responsible Officer:	Denise D'Souza
		Risk Code:	SR20

**Identified** The changes to funding for Adult Social Care was introduced by the Better Care Fund and affect how the whole system of social care, across the public and private sectors, works together and how funding is agreed.

**Potential Conseq** The impact of funding changes of the Better Care Fund combine with already significant changes to the NHS still being worked through with a submission to the NHS made on 19 September 2014. This needs to deliver more integrated care and show real improvement in Accident & Emergency (A&E) performance.

If parties do not work together as agreed, or organisation's priorities change, it will affect delivery of performance targets in relation to the Better Care Fund. Any failure of delivery will impact on the Acute Trusts' costs and our ability to release efficiency savings to create new services.

<b>Initial:</b>	High		<b>Revised:</b>	Significant	
<b>Risk Identified Date:</b>	14/5/2014		<b>Date Modified:</b>	10/6/2014	

**Risk Category:** - BHCC Strategic Risk  
- Economic / Financial

**Existing Controls:**

- \* Health & Wellbeing Board reviewed and governance arrangements in place to help deliver an integrated approach, including oversight of the Better Care Fund;
- \* Re-submission of the Better Care Plan was made on 19 September 2014 following changes nationally;
- \* Better Care Board established (high level and cross sector representation) and chaired by Executive Director Adult Social Care;
- \* Partnership work agreed and submitted a Better Care Plan by the deadline in March 2014;
- \* Agreement at Better Care Board to develop a Better Care implementation plan for delivery of Phase 1 from September 2014, based on an integrated model of delivery;

**Effectiveness of Controls:** Adequate **Issue Type:** Threat  
**Risk Treatment:** Treat

**Solutions:** SR 20 Risk Action: Deliver Phase 1 Better Care implementation plan from September 2014  
SR 20 Risk Action: Monitor and react to implications on the Better Care Fund arising from the Care Act

ROM Issue:	Housing Pressures	Responsible Officer:	Geoff Raw
		Risk Code:	SR21

**Identified** The increasing demands for housing continues to outstrip new supply and as a consequence accommodation is becoming less affordable notably in central city areas relative to the local wage rates. Housing is particularly acute for low income families. There are also significant needs associated with an ageing population and more dependant households. Student numbers are also forecast to grow and have a significant impact on the existing residential communities and, in terms of affordable rents for non-student households, local character and impact on neighbourhood amenity.

**Potential Conseq**

1. The city is constrained in its capacity to accommodate economic growth and sustainable development objectives.
2. The city council is unable to meet it's strategic housing and planning policy objectives and statutory homelessness obligations.
3. The shortage of homes to meet the accommodation requirements of elderly and vulnerable people which can have an adverse impact on social care provision and cost pressures.

<b>Initial:</b>	High		<b>Revised:</b>	Significant	
<b>Risk Identified Date:</b>	5/6/2014		<b>Date Modified:</b>	10/6/2014	

**Risk Category:**

- BHCC Strategic Risk
- Environmental / Sustainability

**Existing Controls:** The Council's Housing Strategy sets out objectives and a 4 year action plan. This is currently under review. The City Plan also sets out housing supply figures. Key controls include:

1. A housing allocation policy which targets the provision (c. 500 Council house lettings p.a.) and nomination of affordable housing to priority households .
2. Long term private sector housing lettings with private landlords in the city and wider city region.
3. A 'New Homes for Neighbourhoods' estate regeneration programme to deliver new affordable homes in the city.
4. Tenancy sustainment initiatives particularly for more vulnerable people .
5. Exploration of off-plan acquisition to support provision of new supply and affordable housing planning policy.
6. Investment schemes to upgrade existitng sheltered housing and provide new bespoke housing (e.g. Extra Care).
7. Continued work with Registered Social Landlords to support housing led regeneration initiatives

<b>Effectiveness of Controls:</b>	Adequate	<b>Issue Type:</b>	Threat
		<b>Risk Treatment:</b>	Treat

**Solutions:** SR21 Risk Action: Exercise Duty to Co-operate with Neighbouring Authorities to address the shortfall in housing supply that is not deliverable in Brighton & Hove  
 SR21 Risk Action: Investigate options to procure more housing for affordable rented and shared ownership use  
 SR 21 Risk Action: Work through City Deal with regional partners & LEP to promote Economic development incl increased sub-regional working to meet housing need  
 SR 21 Risk Action: Continue to track numbers of Right to Buy Purchases; student houses; HMOs in specific areas and across city  
 SR21 Risk Action: Consider use of New Policy Article 4 a) allocates sites for purpose built housing; and b) manages properties to meet student housing needs  
 SR21 Risk Action: Investigate options for council resources to develop finance expertise to increase council's ability to negotiate effectively with developers and local private agents re. schemes for housing and to provide affordable housing  
 SR21 Risk Action: HRA stock improvement & estate regeneration initiative (New Homes for Neighbourhoods) to increase affordable housing supply  
 SR21 Risk Action: Act on outcome of joint partners' bid for £59M for extra care housing to address social care residential needs as part of 2015-18 Affordable Housing Programme  
 SR21 Risk Action: Explore options with universities to improve student accommodation provision to meet forecast growth in student numbers.  
 SR 21 Risk Action: Greater Brighton Economic Board, City Deal & regional working to find housing solutions.  
 SR 21 Risk Action: Affordable housing policy to be adopted

<b>ROM Issue:</b>	<b>Modernising the Council</b>	<b>Responsible Officer:</b>	<b>Penny Thompson</b>
		<b>Risk Code:</b>	<b>SR22</b>

**Identified** Brighton & Hove City Council's Corporate Plan 2011-15 has four priorities, namely:  
 \* tackling inequalities;  
 \* creating a more sustainable city;  
 \* engaging people who live and work in the city; and  
 \* modernising the council.

**Potential Conseq** The outcomes in relation to 'Modernising the council' are: value for money, excellent customer service, high performing workforce and good governance and leadership. If the programmes/projects are not successful in delivering intended benefits, it will impact on the achievement of these outcomes failing to deliver our Corporate Plan.

<b>Initial:</b>	High		<b>Revised:</b>	Significant	
<b>Risk Identified Date:</b>	3/11/2014		<b>Date Modified:</b>	3/11/2014	
<b>Risk Category:</b>	- BHCC Strategic Risk				

**Existing Controls:**

- Corporate Modernisation Delivery Board has been set up as a Sponsoring Group to initiate and lead programmes and projects that are intended to achieve the modernisation outcomes including cross-cutting programmes and projects
- The Board is chaired by the Chief Executive and consists of directors and other key officers of the council.
- Reporting to the Corporate Modernisation Delivery Board, Directorate Modernisation Boards are set up to drive the programmes and projects forward and deliver outcomes and benefits.
- Reporting to the Directorate Modernisation Boards, there are Programme and Project Boards responsible for planning, set-up and management of programmes and projects.

**Effectiveness of Controls:** Adequate


**Issue Type:** Threat  
**Risk Treatment:** Treat

**Solutions:** Risk Action: Corporate Modernisation Delivery Board to regularly review risks escalated by individual programmes and projects and initiate mitigating actions  
 Risk Action: The funding of the Modernisation programme will be reviewed to ensure limited resources are effectively targeted  
 Risk Action: Performance Improvement & Programmes team to support, coordinate and challenge programmes and projects delivery.

<b>ROM Issue:</b>	Developing an investment strategy to refurbish and develop the city's major asset of the seafront	<b>Responsible Officer:</b>	Paula Murray and Geoff Raw
		<b>Risk Code:</b>	SR23

**Identified** The seafront is a city asset which is iconic and contributes to the city's reputation . The council is the lead custodian of the seafront but the benefits are shared by many. At least 5 million people use our seafront every year. It is a very significant attraction in our visitor economy; provides a series of important public spaces for residents; many businesses in the city rely on the draw of the seafront to sustain their organisation's value and to provide an attractive place for stakeholders and employees. It is being used beyond its original design and, in many ways, is a victim of its own success and affected by the changing patterns and increased demands of usage.

**Potential Conseq** The heritages structures and infrastructure along the seafront require significant investment and ongoing revenue in order to ensure suitability for modern use, and to preserve and enhance the reputation of the city and its offer .

<b>Initial:</b>	High		<b>Revised:</b>	High	
<b>Risk Identified Date:</b>	3/11/2014		<b>Date Modified:</b>	3/11/2014	

**Risk Category:** - BHCC Strategic Risk

**Existing Controls:**

- \* Develop the investment plan to underpin the Seafront Strategy and long term viability of the seafront infrastructure;
- \* Continue to support financially viable investments in the seafront e.g. i360
- \* Seafront arch repair programme to be delivered over 10 years from 2012
- \* Scrutiny panel report in 2014 has identified recommendations for improved management and development of the Seafront
- \* Project Boards have been established and are actively considering seafront redevelopment opportunities including the Black Rock and King Alfred sites . The King Alfred site is currently in an OJEU compliant procurement process to secure a development partner

<b>Effectiveness of Controls:</b>	Adequate	<b>Issue Type:</b>	Threat
<b>Solutions:</b>	Officers to respond to Seafront Scrutiny report recommendations.	<b>Risk Treatment:</b>	Treat