

# Brighton & Hove City Council

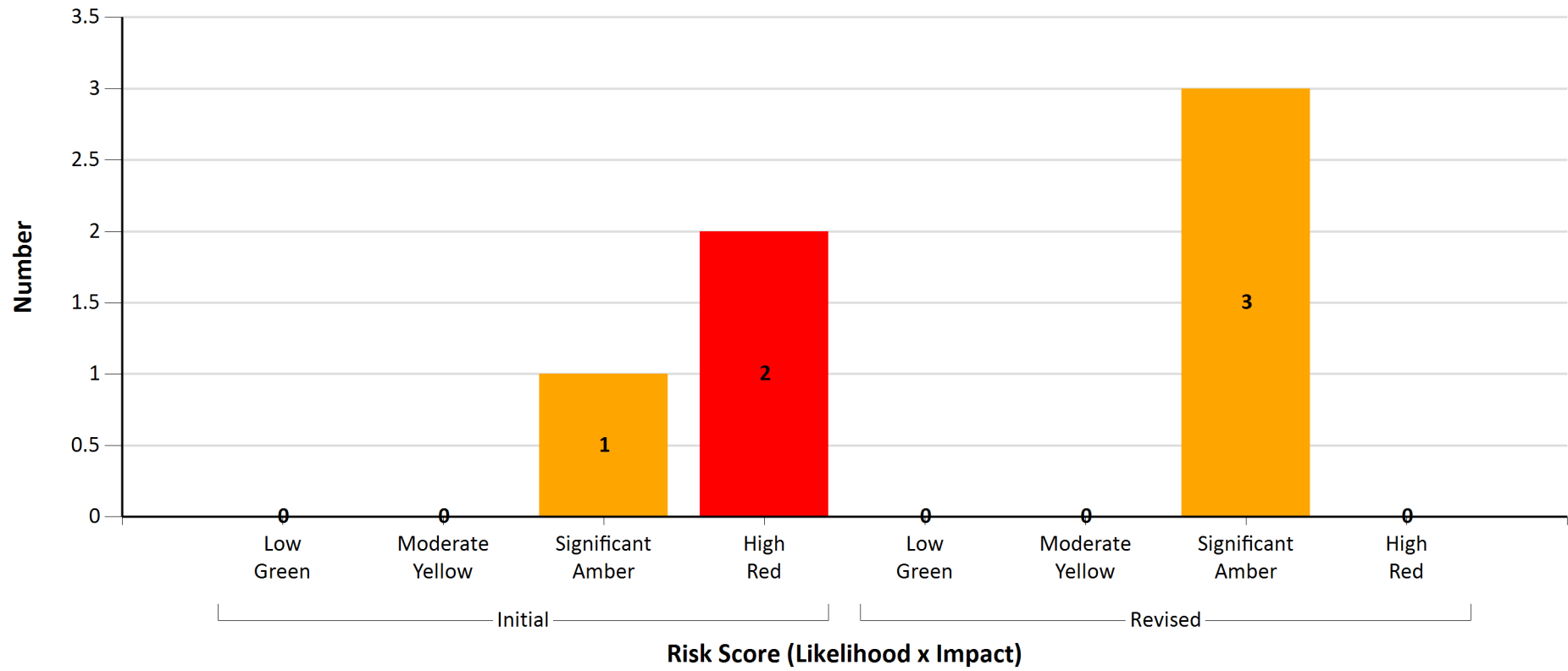
Strategic Risk Focus Item:

SR21 Housing Pressures

SR23 Developing an investment strategy to refurbish and develop the city's major asset of the seafront

SR27 Devolution

## Risk Summary



14

### Initial Rating

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

### Revised Rating

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

15



1 - 3
Low
Monitor periodically

4 - 7
Moderate
Monitor if the risk levels increase

8 - 14
Significant
Review and ensure effective controls

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

## Risk Details

Risk Code	Risk	Responsible Officer	Risk Category	Last Reviewed	Issue Type	Risk Treatment	Initial Rating	Revised Rating	Future Rating	Eff. of Control
SR21	Housing Pressures	Executive Director Economy, Environment & Culture Head of Housing Strategy / Private Sector Housing Assistant Director Housing	BHCC Strategic Risk, Environmental / Sustainability	20/04/16	Threat	Treat	 L4 x I4	 L3 x I4		Revised: Adequate

### Causes

Brighton & Hove is a growing city with high house prices, low incomes, an ageing population and a significant proportion of households with a support need. Scope for development within the city is affected by significant geographical constraints and competing land pressures. 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 shortages are particularly acute for low income families. Demand for affordable rented homes is growing with over 23,000 households currently on the Housing Register, c 1,800 households in temporary accommodation and rising homelessness. The private rented sector continues to expand at the expense of rates of owner occupation which are in long term decline. The continued growth of universities and other educational establishments has a significant impact on the housing market and existing residential communities in parts of the city, in terms of affordable rents for non-student households, local character and impact on neighbourhood amenity.

### Potential Consequence(s)

1. The city is constrained in its capacity to accommodate economic growth, housing supply obligations and sustainable development objectives.
2. The city council is unable to meet its strategic housing and planning policy objectives to: meet City Plan requirements in terms housing numbers; improve overall housing supply and housing mix; deliver affordable lower cost homes.
3. The city council is unable to meet statutory homelessness obligations. In particular, corporate critical budget implications arising from Temporary Accommodation pressures owing to lack of suitable alternative accommodation.
4. 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.
5. Impact on our ability to recruit and retain lower income working and younger households and employment in the city, in particular in social care, health and other lower wage sectors.

Existing Controls

### First Line of Defence: Management Controls

The Council's Housing Strategy sets out objectives and action plan addressing identified housing needs in the City. This includes policy and investment prioritising: i) Improving Housing Supply; ii) Improving Housing Quality; iii) Improving Housing Support. This strategy has been agreed by Full Council. The City Plan also sets out housing targets across all tenures; policies on securing affordable housing through the planning system, residential development standards. Housing Revenue Account Asset Management Strategy is aligned to Housing Strategy in support of improving housing supply & housing quality. Greater Brighton Housing & Growth Working Group is aiming to accelerate delivery of new housing supply through freedoms and flexibilities sought as part of the wider GB Devolution proposals. The Student Housing Strategy is due for review in 2017, informed by our most recent analysis of student number assumptions and supply and demand for student accommodation in the City.

Key controls include:

1. Housing Allocation Policy framework ensuring best use of existing council and registered provider resources through nomination of affordable housing to priority households.
2. Procurement of Temporary Accommodation and long term private sector housing lettings with private landlords in the city and wider city region for those to whom we owe a housing duty.
3. Our 'New Homes for Neighbourhoods' estate regeneration programme to deliver new affordable homes in the city.
4. Development of additional Housing Delivery Options: Living Wage Joint Venture with Hyde proposal to deliver 1,000 new lower cost homes for rental and sale; and, Housing Market Intervention / direct delivery through council wholly owned Special Purpose Vehicle.
5. Enabling delivery of new affordable homes in partnership with Registered Provider partners and the Homes & Communities Agency.
6. Improving supply through best use of existing HRA assets including conversions / hidden homes programme.
7. Bringing long term empty private sector homes back into use through our Empty Property Strategy.
8. Tenancy sustainment initiatives particularly for more vulnerable people in order to prevent homelessness.
9. Forthcoming review of Student Housing Strategy.
10. Ongoing work of Greater Brighton Housing & Growth Working Group to accelerate delivery of new homes.
11. The establishment of the Greater Brighton Strategic Property Board; bringing national, regional and local partners together to make the best use of the combined public estate – including the release of surplus land and sites for economic growth (new jobs, employment floorspace and home)'.  
Inaugural meeting of the Board taking place on 25 October 2016

### Second Line of Defence: Corporate and Committee Oversight

Corporate Investment Board

Strategic Investment Board

Cross Party Estates Regeneration Board

Strategic Housing Partnership (cross sector)

### Third Line of Defence: Independent Assurance

Homes & Communities Agency - monitor and assure processes relating to affordable housing

Risk Action	Responsible Officer	Progress %	Due Date	Start Date	End Date
<p>Continue to track number of Right to Buy Purchases; student houses; HMOs, accepted as homeless under our statutory duty and the number of cases ASC &amp; Children's accept a duty to house</p>	Assistant Director Housing	50	31/03/17	01/04/15	31/03/17
<p><b>Comments:</b> RTB completions are monitored and reported to housing leadership team; Qtrly meetings with the Strategic Housing Partnership including university reps and private landlords. Evidence for an Additional licencing scheme for HMOs currently being researched. Student housing strategy work underway.</p> <p>Private Sector Housing licence 3000 Houses in Multiple Occupation (HMOs). Proposals to consult on extending discretionary licensing of private rented homes to widen improvement of standards to be considered at November 2016 Housing &amp; New Homes Committee (H&amp;NHCTte). Government consultation on extending mandatory HMO licensing and related reforms commencing. Head of Housing Strategy Property &amp; Investment. November 2016.</p> <p>Housing Allocation Policy framework ensuring best use of existing council and registered provider resources through nomination of affordable housing to priority households being reconsidered at H&amp;NHCTte November 2016. Head of Temporary Accommodation &amp; Allocations. November 2016.</p> <p>ELT considered draft student housing study and issues arising. Informed Leadership Board Workshop – HMOs and University Growth held on 10 October 2016. ELT level discussions with Vice-Chancellors of Universities. CEO /Executive Directors. Nov / Dec 2016. Development of Student Housing Strategy. Head of Housing Strategy, Property &amp; Investment / Planning Policy, Projects and Heritage Manager / Strategic Housing Partnership. 2017 workplan.</p>					
<p>SR 21 Risk Action: Affordable housing City Plan policy to be adopted</p>	Executive Director Economy, Environment & Culture	100	31/03/16	01/04/15	31/03/16
<p><b>Comments:</b> The Affordable Housing Policy is part of the City Plan which was Adopted by Full Council on 24th March 2016.</p>					
<p>SR 21 Risk Action: Greater Brighton Economic Board, City Deal &amp; regional working to find housing solutions.</p>	Executive Director Economy, Environment & Culture	50	31/03/17	01/04/15	31/03/17

Risk Action	Responsible Officer	Progress %	Due Date	Start Date	End Date
<p><b>Comments:</b> Greater Brighton Housing &amp; Growth Working Group continues to meet regularly to accelerate delivery of new housing supply through freedoms and flexibilities sought as part of the wider GB Devolution proposals. Includes Government, Homes &amp; Communities Agency and GB Devolution partner authorities. Next Greater Brighton Housing &amp; Growth Working Group, Nov / December 2016.</p> <p>In addition, following One Public Estate Bid we are launching the Greater Brighton Strategic Property Board, to provide direction, oversight and accountability for the One Public Estate Programme. The Board will bring together senior officer representatives from local, regional and national public sector partners as a local strategic assets forum. Members will work collaboratively to identify and take forward opportunities across the public estate to including to create economic growth (new homes, employment floorspace and jobs). The Board will meet quarterly, with its inaugural meeting on 25 October. CEO, Exec Director EEC.</p> <p>The Coastal West Sussex and GB Local Strategic Statement 2 was agreed by the 10 constituent authorities in March 2016 and a study has been commissioned to evaluate the Housing Market Areas and Functional Economic Areas for CWS and GB Area (to be completed in Jan 2017). Policy, Projects and Heritage Team Manager.</p>					
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	Executive Director Economy, Environment & Culture	50	31/03/16	01/04/15	31/03/16
<p><b>Comments:</b> Greater Brighton Housing &amp; Growth Working Group is aiming to accelerate delivery of new housing supply through freedoms and flexibilities sought as part of the wider GB Devolution proposals. Group continues to meet regularly taking forward the following matters: Homes &amp; Communities Agency funding options - Starter Homes Expressions Of Interests, Home Builders Fund, Estates Regeneration Prospectus; Housing &amp; Planning Act impact /considerations; Updates on One Public Estate Submission; Housing Delivery Models Proposals; Private Sector Rented matters; Feedback from C2C LEP Housing Task Force; development and update on Large Sites Delivery Work. Next meeting Nov / Dec 2016. Head of Housing Strategy, Property &amp; Investment.</p>					
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	Executive Director Economy, Environment & Culture	50	31/03/17	01/04/15	31/03/17



Risk Action	Responsible Officer	Progress %	Due Date	Start Date	End Date
<p><b>Comments:</b> City plan approved and work is underway. The Student Housing Strategy is due for review in 2017, informed by our most recent analysis of student number assumptions and supply and demand for student accommodation in the City. Student Housing Study to inform both City Plan Part 2 and Student Housing Strategy refresh. Draft student housing study and issues arising informed Leadership Board Workshop – HMOs and University Growth held on 10 October 2016. ELT level discussions with Vice-Chancellors of Universities. CEO /Executive Directors. Nov / Dec 2016. Development of Student Housing Strategy. Head of Housing Strategy, Property &amp; Investment / Planning Policy, Projects and Heritage Manager / Strategic Housing Partnership. 2017 workplan. Progress on preparing City Plan Part 2 (Scoping paper consultation) which will look at options for site allocations is ongoing. Policy, Projects and Heritage Team Manager.</p>					
<p>SR21 Risk Action: Exercise Duty to Co-operate with Neighbouring Authorities to address the shortfall in housing supply that is not deliverable in Brighton &amp; Hove</p>	<p>Assistant Director Housing</p>	<p>100</p>	<p>16/03/16</p>	<p>01/04/14</p>	<p>16/03/16</p>
<p><b>Comments:</b> Delivery of Temporary accommodation for homeless families through the temporary accommodation procurement (DPS) for the Greater Brighton area has been in place wef March 2016</p>					
<p>SR21 Risk Action: Explore options with universities to improve student accommodation provision to meet forecast growth in student numbers.</p>	<p>Assistant Director Housing</p>	<p>50</p>	<p>31/03/17</p>	<p>01/04/15</p>	<p>31/03/17</p>

Risk Action	Responsible Officer	Progress %	Due Date	Start Date	End Date
<p><b>Comments:</b> Progress to date - student housing study:  Student Housing Study to inform both City Plan Part 2 and Student Housing Strategy refresh commissioned by Planning working in conjunction with Housing from Dr Darren Smith following formal ITT process.  Both universities offered opportunity to comment on full draft report (in strictest confidence) in terms of accuracy of evidence and student numbers. Meeting held and email exchanges with University of Sussex with regard to draft study.  Amendments agreed and made by Dr Smith subject to ELT steer.  ELT considered draft student housing study and issues arising.  Informed Leadership Board Workshop – HMOs and University Growth held on 10 October 2016.</p> <p>Next steps - student housing study:  Further briefings arising from Leadership Board Workshop – HMOs and University Growth held on 10 October 2016. Head of Housing Strategy, Property &amp; Investment / Planning Policy, Projects and Heritage Manager. Nov / Dec 2016.  ELT level discussions with Vice-Chancellors of Universities. CEO /Executive Directors. Nov / Dec 2016.  Review release of study aligned to City Plan and Housing Strategy timelines and any further ELT steer - end Nov 2016. Head of Housing Strategy, Property &amp; Investment / Planning Policy, Projects and Heritage Manager  Development of Student Housing Strategy. Head of Housing Strategy, Property &amp; Investment / Planning Policy, Projects and Heritage Manager / Strategic Housing Partnership. 2017 workplan.</p>					
SR21 Risk Action: HRA stock improvement & estate regeneration initiative (New Homes for Neighbourhoods) to increase affordable housing supply	Assistant Director Housing	60	31/03/17	01/04/15	31/03/17

Risk Action	Responsible Officer	Progress %	Due Date	Start Date	End Date
<p><b>Comments:</b> Housing Revenue Account Asset Management Strategy is aligned to Housing Strategy in support of improving housing supply &amp; housing quality. Housing stock review is an ongoing process.</p> <p>HRA asset management strategy has been approved by Housing and New homes committee and P&amp;R committee March 2016 for 2016-2020.</p> <p>HRA AMS supports increasing housing supply through:</p> <p>Our 'New Homes for Neighbourhoods' estate regeneration programme to deliver new affordable homes in the city. 262 new homes have been developed or are in the pipeline, including: new homes delivered at Robert lodge; further schemes on site at Findon Road, Wellsbourne, Selsfield Drive and Lynchet Close - Lead Regeneration Programme Manager;</p> <p>Improving supply through best use of existing HRA assets including conversions / hidden homes programme, improvements being carried out to senior housing units to convert bedsits into 1 bed flats - Head of Housing Strategy, Property &amp; Investment.</p> <p>Future HRA investment risks arise through reaching the HRA borrowing cap. Mitigation includes:</p> <p>Development of additional Housing Delivery Options: Living Wage Joint Venture with Hyde proposal to deliver 1,000 new lower cost homes for rental and sale; and, Housing Market Intervention / direct delivery through council wholly owned Special Purpose Vehicle - Head of Housing Strategy, Property &amp; Investment / Lead Regeneration Programme Manager.</p> <p>Greater Brighton Housing &amp; Growth Working Group is aiming to accelerate delivery of new housing supply through freedoms and flexibilities sought as part of the wider GB Devolution proposals, including raising the HRA borrowing cap. Head of Housing Strategy Property &amp; Investment.</p> <p>Regular Review through regular Estate Regeneration Programme Board officer and member meetings. Lead Regeneration Programme Manager, Head of Housing Strategy, Property &amp; Investment.</p>					
<p>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</p>	<p>Assistant Director Housing</p>	<p>50</p>	<p>31/03/17</p>	<p>01/04/15</p>	<p>31/03/17</p>

Risk Action	Responsible Officer	Progress %	Due Date	Start Date	End Date
<p><b>Comments:</b> Funding approval agreed at Housing and New homes committee in March 2016 to evaluate and progress proposals for alternative models to deliver affordable homes including joint ventures.</p> <p>Following previous deferral, Housing &amp; New Homes Committee on 16 November 2016 are to re-consider recommendations in relation to taking forward proposals for development of additional Housing Delivery Options: Living Wage Joint Venture with Hyde proposal to deliver 1,000 new lower cost homes for rental and sale; and, Housing Market Intervention / direct delivery through council wholly owned Special Purpose Vehicle. Head of Housing Strategy, Property &amp; Investment / Lead Regeneration Programme Manager November 2016.</p> <p>Housing Strategy &amp; Development team continue to work with Planning, developers, as well as Homes &amp; Communities Agency and Registered Provider Partners on our Affordable Housing Delivery Partnership, to enable maximum delivery of new affordable homes on development sites in the city in line with our Affordable Housing Brief and City Plan requirements under CP 20 Affordable Housing. We await Housing &amp; Planning Act regulations and the impact of Government investment and legislative approach in favour of low cost home ownership including through Starter Homes. Head of Housing Strategy, Property &amp; Investment through regular meetings with HCA and of Affordable Housing Delivery Partnership. January 2017.</p>					
SR21 Risk Action: Investigate options to procure more housing for affordable rented and shared ownership use	Assistant Director Housing	50	31/03/17	01/04/14	31/03/17

Risk Action	Responsible Officer	Progress %	Due Date	Start Date	End Date
<p><b>Comments:</b> Funding approval agreed at Housing and New Homes Committee in March 2016 to evaluate and progress proposals for alternative models to deliver affordable homes including joint ventures. Development of additional Housing Delivery Options: Living Wage Joint Venture with Hyde proposal to deliver 1,000 new lower cost homes for rental and sale; and, Housing Market Intervention / direct delivery through council wholly owned Special Purpose Vehicle. Report to September 2016 Housing &amp; New Homes Ctte. Decision be deferred to the next meeting of the Committee to ensure that members can feel fully supportive of the proposals. Further work is being undertaken on addressing key concerns through extension of comprehensive briefings offered to Housing spokes and their lead members / groups. Detailed list of FAQs and responses being prepared for member sign off. Further Housing Delivery Options report is on draft agenda for 16 November 2016 Committee. Project development continues, including detailed follow up on meeting between BHCC / Bevan Brittan &amp; Hyde / Trowers, in particular regarding draft Heads of Terms &amp; Counsel advice. Further briefings &amp; updates for members arranged including: Estate Regen Members Board; Green Group; Labour Group; Conservative H&amp;NH Committee Councillors &amp; Group. Peer review - ongoing. Head of Housing Strategy, Property &amp; Investment &amp; Lead Regeneration Programme Manager. November 2016.</p>					
<p>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</p>	<p>Assistant Director Housing</p>	<p>50</p>	<p>31/03/17</p>	<p>01/04/15</p>	<p>31/03/17</p>
<p><b>Comments:</b> Good progress on delivery of Brooke Mead extra care housing scheme. A 'Topping Out' Ceremony was held on Friday 17 June and speeches were given by Councillor Anne Meadows (Chair of Housing &amp; New Homes) and David Issott (Managing Director of Willmott Partnership Homes) (WPH). Work continues on-site and the concrete frame is now complete and brickwork is up to 1-2 floor level. The windows are installed up to the fourth floor level and the first fix of mechanical and electrical is complete for ground and first floor. In addition the water tank and communal boilers have been installed in the plant room and except for the area occupied by the work crane, the screeding is virtually complete. Continue to commission new wheelchair adapted and lifetime homes through New Homes for Neighbourhoods programme, Affordable Housing Delivery Partnership and Affordable Housing Brief. Continue to enable vulnerable households with complex needs to live independently their own home through the work of the integrated (pan tenure) Housing Adaptations Service. Joint ASC/Housing working on successful bid to Homes and Communities Agency (HCA) for Homeless Change Fund investment delivering a supported housing scheme of 10-12 units for former homeless older adults with mobility and mental health issues.</p>					

Next steps:

Meet with ASC to commence comprehensive needs profiling - Head of Housing Strategy Property & Investment / Housing Leadership Team – Nov/Dec 2016

Explore and develop the business case supporting the commissioning new supported housing - Head of Housing Strategy Property & Investment / Housing Leadership Team - Nov/Dec 2016

Continue to progress delivery of Homeless Change Fund project, including reviewing against other strategic priorities - working toward report to January 2017 Housing & New Homes Committee. Housing Stock Review Manager

Completion of Brooke Mead - by June 2017 - Estate Regeneration Team. Work with Social Care colleagues to identify nominees. Housing Team.

Continue to commission new wheelchair adapted and lifetime homes through New Homes for Neighbourhoods programme and Affordable Housing Delivery Partnership - ongoing - Head of Housing Strategy, Property & Investment.



Continue to enable vulnerable households with complex needs to live independently their own home through the work of the integrated (pan tenure) Housing Adaptations Service - ongoing -Operational Manager Housing Adaptations.

Continue to review options for any further HCA funding toward specialist homes for older, disabled and vulnerable people under 2016 – 21 Shared Ownership and Affordable Housing Programme - subject to overall business case. Via Monthly HCA meetings - Head of Housing Strategy, Property & Investment.

Measures of Success

- Progress the construction of the Brook Mead Extra Care Housing Scheme in July 2017 (March 2017)
- Increase in vulnerable households living independently (KPI)
- Increase in level of adaptations (KPI)
- New support contracts in place that contributes to the prevention of homelessness (KPI)



Risk Code	Risk	Responsible Officer	Risk Category	Last Reviewed	Issue Type	Risk Treatment	Initial Rating	Revised Rating	Future Rating	Eff. of Control
SR23	<b>Developing an investment strategy to refurbish and develop the city's major asset of the seafront</b>	Executive Director Economy, Environment & Culture Head of Sport & Leisure	BHCC Strategic Risk	20/04/16	Threat	Treat	 L5 x I4	 L3 x I3		Revised: Adequate

Causes

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. the deterioration of Madeira Terraces in particular have reached a critical point, requiring fencing and safety measures whilst a longer term solution is developed.

Potential Consequence(s)

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.

Existing Controls



#### First Line of Defence: Management Controls

Seafront Investment Programme and Strategic Delivery Board have been established and are actively considering seafront redevelopment opportunities including the Black Rock and King Alfred sites

DfT funding secured for the redevelopment of the West Street / A259 Junction and Shelter Hall. Initial infrastructure work commenced late 2015

Coast Revival Funding secured to develop Madeira Drive Investment and Regeneration Plan

HLF Funding secured for improvements to Volks Railway

Seafront Arches and A259 infrastructure Phase 2 works completed June 2016

P&R approval to commence seafront landscaping around i360 and seafront arches. PR&G approval to enter into a conditional development agreement with Standard Life Investments for the Brighton Waterfront Project

Installation of anti-climb fencing at Madeira Terraces November-December 2015 and continued work to minimise risk from potential structural failure.

#### Second Line of Defence: Corporate Oversight

Investment plan to underpin the Seafront Strategy and long term viability of the seafront infrastructure. Report to Policy, Resources & Growth Committee in October 2016;

Corporate Investment Board;

Cross-party Strategic Delivery Board.

#### Third Line of Defence: Independent Assurance

Projects funded by Government departments are overseen by the Greater Brighton Economic Board (quarterly) and Coast to Capital LEP governance arrangements (quarterly) / and by relevant government department (according to their timetable). No funding has been withdrawn to date.

<b>Risk Action</b>	<b>Responsible Officer</b>	<b>Progress %</b>	<b>Due Date</b>	<b>Start Date</b>	<b>End Date</b>
Develop stage 2 funding bid for Coastal Communities Funding for Madeira Terraces redevelopment	Major Projects & Regeneration Manager	10	31/03/17	10/10/16	31/03/17
<b>Comments:</b> Coastal Communities Fund (CCF) have recently invited the council to submit an application of Stage 2 funding c,£4m towards the Madeira Terraces Project					
Officers continue to respond to Seafront Scrutiny report recommendations.	Executive Director Economy, Environment & Culture	90	31/12/16	01/12/14	31/12/16

Risk Action	Responsible Officer	Progress %	Due Date	Start Date	End Date
<p><b>Comments:</b> Seafront Investment Programme governance arrangement agreed March 2015.  Update October 16: Seafront Investment Programme Board meets monthly  Seafront Investment Plan under development. Report to Policy &amp; Resources Committee Jan-Feb 2016.  Update Oct 16: Final Investment Plan approved by PRG Committee Oct 16.  Funding secured for redevelopment of Shelter Hall. Planning application May 2016  Update Oct 16: Planning permission granted Sept 16  Seafront projects included in Greater Brighton Economic Board project pipeline for future rounds of Local Growth Fund  Update Oct 16: Brighton Waterfront included in Local Growth Fund bid, outcome anticipated Nov 16</p>					
<p>The interim plans for Madeira Terraces are in development with identified budget; propping the structures, working with traders to create as good an environment for the short term as possible</p>	<p>Executive Director Economy, Environment &amp; Culture</p>	<p>45</p>	<p>31/03/17</p>	<p>03/08/15</p>	<p>31/03/17</p>
<p><b>Comments:</b> The Council is exploring practical solutions to secure investment to rebuild and regenerate the Terraces and secure the long-term future of Madeira Drive.</p> <p>Actions to date include:</p> <ul style="list-style-type: none"> <li>• Planning permission secure for anti-climb fencing</li> <li>• £50,000 funding secured from CLG's Coastal Revival Fund for £50,000 to develop investment and regeneration options. Draft Madeira Drive Regeneration Framework anticipated November 2016.</li> <li>• The Greater Brighton Economic Board agreed at the meeting on the 13th of October 2015 to include Madeira Drive regeneration in the project pipeline for potential funding through Local Growth Fund Round 3.</li> </ul> <p>Successful One Public Estate bid will provide c £70k for project development for stage 2 CCF bid.</p> <p>Next steps:</p> <ul style="list-style-type: none"> <li>• Continue to explore potential solutions to secure investment to rebuild and regenerate the Terraces</li> <li>• Continue to liaise with affected tenants and relocate to alternative accommodation where possible</li> <li>• Continue to liaise with tenants on the on-going operation of Madeira Drive</li> </ul>					

Risk Action	Responsible Officer	Progress %	Due Date	Start Date	End Date
Work to implement the HLF funded plans for Volks can continue with the success of stage 2 funding bid.	Seafront Development Manager	50	30/04/17	01/11/15	30/04/17
<p><b>Comments:</b> Project Manager and Activity Plan Managers now appointed.</p> <p>Design Team are appointed and all Planning consents in place. Tender completed for train carriage restoration and contractor has now commenced work on 2 of the 3 trains. Tender completed and main building contractor appointed. Work started on site September 2016 and is due to be completed Spring 2017 for the railway to re-open.</p>					

Risk Code	Risk	Responsible Officer	Risk Category	Last Reviewed	Issue Type	Risk Treatment	Initial Rating	Revised Rating	Future Rating	Eff. of Control
SR27	Devolution	Executive Director Economy, Environment & Culture Project Manager Greater Brighton Economic Board Business Manager	BHCC Strategic Risk, Political	20/04/16	Threat	Treat	Amber L4 x I3	Amber L4 x I3		Revised: Adequate

Causes

Readiness of politicians and management teams to take up opportunity of Devolution could determine the city's profile in the Region.

Potential Consequence(s)

- \* Council preparedness for devolution will be tested by increased regionalisation
- \* Devolution settlements increasingly linked to new governance arrangements
- \* Relationship with HM Government affected
- \* Impact on council ability to drive economic growth and public service delivery

Existing Controls

First Line of Defence: Management Controls

Brighton & Hove City Council is part of Greater Brighton and the Greater Brighton Economic Board has been established

The City Council submitted a bid for devolution deal with government with Greater Brighton Economic Board partners in September 2015

Devolution Programme consisting of four streams submitted for approval to the Corporate Modernisation Board

Second Line of Defence: Corporate Oversight

Corporate oversight through the Modernisation Programme Governance

Third Line of Defence: Independent Assurance:

None

Risk Action	Responsible Officer	Progress %	Due Date	Start Date	End Date
Develop appropriate communications programme	Executive Director Economy, Environment & Culture	35	31/03/17	20/04/16	31/03/17
<p><b>Comments:</b> The communications strategy for the Greater Brighton Devolution proposals is being led by Adur &amp; Worthing Councils on behalf of the Greater Brighton Economic Board. Communications updates from the chair of Greater Brighton Economic Board following each meeting established.</p>					
Establish Devolution Programme governance arrangements	Executive Director Economy, Environment & Culture	100	15/06/16	20/04/16	15/06/16
<p><b>Comments:</b> Governance arrangements for the Greater Brighton devolution proposals are as follows:</p> <ul style="list-style-type: none"> <li>- Greater Brighton Economic Board, a joint committee that brings together the Leaders of Greater Brighton alongside business partners (Universities, South Downs National Park Authority, FE representatives, Coast to Capital LEP)</li> <li>- Greater Brighton Officer Programme Board - provides officer support and oversight</li> <li>- Internal corporate oversight of the devolution proposals established through the corporate modernisation governance structure.</li> </ul>					
Review of Governance arrangements	Executive Lead Officer Strategy, Governance and Law	10	31/03/17	20/04/16	31/03/17

Risk Action	Responsible Officer	Progress %	Due Date	Start Date	End Date
<p><b>Comments:</b> Proposals for establishing a sub-national transport body under consideration with South East Seven partners and Coast to Capital LEP. Wider review of governance proposals will commence once devolution proposals have been further developed</p>					