




Brighton & Hove City Council Corporate Risk Register 2009/2010

The Risk Scenarios are set in order of highest risk score



Risk No.	Risk Summary	Risk Scenario A potential or actual risk or opportunity which needs to be managed in order to better achieve the Council's objectives	Likelihood (L) Score	Impact (I) Score	Risk Score L x I (Dot indicates RAG rating)	Officers (Bold denotes Risk Owner, plain text details lead practitioner)	Council Priority
3	LONG TERM FUNDING FOR EDUCATIONAL PREMISES	The council will need to address the long term implications of the condition and deterioration of its educational premises in relation to delivering 21st century Education. It will need to consider and evaluate the available options, e.g. Building Schools for the Future, Primary Strategy and the Academy, and provide appropriate project resources in order to secure maximum investment for city schools.	5	4	20  RED	Director of Children's Services	2
14 65	EQUAL PAY	All councils in the UK need to review and revise their pay schemes to ensure full compliance with equal pay legislation whilst continuing to ensure effective service delivery. Failure to do so may result in litigation and industrial relations problems. Robust evaluation of all jobs and negotiation with trade unions on resolving any outstanding equal pay liability and establishing fair pay schemes into the future needs to be carefully undertaken to ensure the most cost effective outcome (in an increasingly complex national legal environment)	5	4	20  RED	Director of Strategy & Governance Head of HR	4, 2, 3
5	BRIGHTON CENTRE	The needs of the conference and convention market are increasingly unmet by the ageing Centre. The economy of the city relies heavily on the revenues brought in by this market. A significant opportunity to provide world class convention and hotel facilities and enhance city centre retailing exists. The agreement of Heads of Terms with Standard Life Investments has triggered the procurement process to appoint a professional development team to undertake a first stage feasibility study and design, the purpose of which is to identify and define a viable scheme.	5	4	20  RED	Director Culture & Enterprise Assistant Director Projects & Venues	1

Council priorities:

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- 2= Make better use of public money
- 3= Fair enforcement of the law
- 4= Reduce inequality by improving opportunities
- 5 = Open and effective city leadership

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9	MAJOR PROJECTS	The successful delivery of our major building and infrastructure projects, linked to high quality architecture and an efficient transport system, has a direct impact on the city's reputation as a successful place to do business for investors and funders alike. In light of the international and national economic downturn and financial markets, the city needs to continue to secure the confidence and funding to prioritise and deliver those projects which have the greatest chance of success. It will be important to encourage a stronger focus on pre-application planning activity to inform the development process from an early stage to help minimise the risks associated with projects not securing planning permission.	4	4	16  RED	Director Culture & Enterprise, Director Environment Assistant Director Projects & Venues, Assistant Director City Planner	1
13	WASTE REDUCTION & DISPOSAL	The Waste PFI is progressing & new facilities are completed or are under construction. There are continuing & increasing demands, e.g. clarification of definition of Waste by DEFRA, penalties/fines for exceeding the Government imposed limits on landfilling of biodegradable waste. It is essential that the arrangements that the council has put in place deliver a successful and cost-effective solution, that delays in building a new waste infrastructure are minimised, and the waste levels are curtailed and recycling rates increased	4	4	16  RED	Director of Environment, Assistant Director City Clean and Parks	2

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67	BUSINESS CONTINUITY CAPACITY	The council's ability to withstand short term or long term interruption to the delivery of its own services or those of its significant partners will need to be effective and enable the council's continual delivery of quality services. This involves pro-active measures to protect against interruption and effective planning, which is regularly tested & reviewed, to enable recovery to predetermined operating levels in the shortest time possible and at the best cost	4	4	16  RED	Director of Environment, Director Finance & Resources AD Public Safety, Business Continuity Manager	All
10	SUSTAINABLE FUNDING FOR IMPROVING SOCIAL ISSUES	In a city where there are challenging social issues and problems, much of the preventative and intervention work is funded by short-term initiative or grant monies. There is a need to improve the integration of both initiative and mainstream financial planning across priority areas and major partnerships (e.g. LAA, PSB, CDRP, CYPT) to ensure work is focused and sustained to enable longer term measurable improvement.	5	3	15  RED	Director of Environment, Director Finance & Resources AD Public Safety	4, 2
2	FINANCIAL OUTLOOK FOR THE COUNCIL	The global and national economic situation results in real terms reductions in funding from central government particularly from 2011/12. This may include general grant, specific and area based grants and capital funding. At the same time: <ul style="list-style-type: none"> Income will come under pressure, including capital receipt, investment income and other major income sources (parking, 	5	3	15  RED	Director Finance & Resources Assistant Director Financial Services	2

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68		culture, planning, land charges). <ul style="list-style-type: none"> • Other spending pressures coincide with reduced grants and income, including equal pay, landfill tax increases, national insurance increases and pensions. • The Council Tax strategy envisages low increases in Council Tax. The service and financial planning process and its implementation, in terms of priorities and efficiency, must be able to cope with such a coming together of factors					

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15	IMPROVING CONTRACT MANAGEMENT & COMPLIANCE	The council has a large number of contracts of various types and complexities, including "one-offs" and partnerships .To improve consistency and the standard of outcomes will also includes focus on: <ul style="list-style-type: none"> • Health & Safety risks • Supply chain management • Business continuity arrangements for contracts where they form a significant part of service delivery or partnerships working 	3	4	12  AMBER	Director of Finance & Resources Head of Strategic Finance & Procurement, Procurement Strategy Manager	2
1	COUNCIL HOUSING STOCK CONDITION	With the involvement of our residents, the Council is progressing a strategy to meet the shortfall in the capital investment required to meet the Government's Decent Homes Standard. A plan has been established which aims to bring all council homes up to the DHS during 2013.	3	4	12 	Director of Adult Social Care & Housing AD Housing Management	4
6	CIVIL RESILIENCE	The Civil Contingencies Act 2004 requires all councils to have in place documented and tested plans to be implemented in the event of an emergency. Whilst the council has made progress, it is important that the arrangements are maintained at all times and reviewed as circumstances change. Category 1 Responders under the Act are expected to seek accreditation under a new British Standard (BS25999) to do this will require	3	4	12  AMBER	Director of Environment, AD Public Safety, Emergency Planning	5, 1

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		investment and resources.				Manager	
17	INVESTING IN THE CITY'S SUSTAINABLE FUTURE	Brighton & Hove is well placed to effectively develop a Sustainable future. It is a relatively compact city with some notable successes and progressive partnerships which recognise the sustainability of the city as a priority. Taking up opportunities to maximise improvements and taking action to manage threats will be key to success and will demonstrate cohesive, city wide leadership across partners which satisfies the public appetite for sustainability and generates further public support	3	4	12  AMBER	Director Strategy & Governance , Head of Sustainability and Environment	

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