

Brighton & Hove City Council

Corporate Risk Register 2009/2010



(Updated by TMT 11 November 2009)

The Risk Scenarios are set in order of highest risk score

Key to Risk & Opportunity Scores:

Likelihood – 1 (Almost Impossible), 2 (Unlikely), 3 (Possible), 4 (Likely), 5 (Almost Certain)

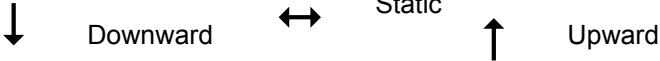
Impact – 1 (Insignificant), 2 (Minor), 3 (Moderate), 4 (Major), 5 (Catastrophic or Fantastic)

Risk No.	Risk Summary	Risk Scenario <i>A potential or actual risk or opportunity which needs to be managed in order to better achieve the Council's objectives</i>	Potential Consequences of the Risk or Opportunity	Control Actions include <i>(but are not limited to)</i>	Likelihood (L) Score	Impact (I) Score	Risk Score L x I <i>(Dot indicates RAG rating)</i>	Officers <i>(Bold denotes Risk Owner, plain text details lead practitioner)</i>	Council Priority
2	FINANCIAL OUTLOOK FOR THE COUNCIL	Projections of reduced funding from central government, combined with reductions in income streams and increased spending due to the prevailing national and economic climate may be greater than anticipated	Overspends within the financial year and higher savings targets may result in unplanned changes to service delivery	*Robustness of budget/adequacy of reserves review *Regular income collection, monitoring and reporting *Contingency planning for falling budgeted investment income *Extensive Value for Money reviews to deliver future savings *Monitor developments in grant distribution and lobby as appropriate	5 ↑	4 ↔	20  RED	Director of Finance & Resources, Head of Strategic Finance & Procurement, Assistant Director Financial Services	2
14	EQUAL PAY	The council may receive challenge from trade unions and employees on how it has implemented revised pay schemes to deliver Equal Pay to comply with legislation and ensure an affordable outcome for tax payers	Litigation, challenge and industrial action with impact on service delivery and resources to address issues	* Assessment of financial & legal aspects of proposals * Resources and training allocated to manage Equal Pay grievances * Structured approach to timetabling the servicing of grievances by job groups including escalation to Stage 2 (Member level)	5 ↔	4 ↔	20  RED	Director Strategy & Governance, Head of HR	4, 2, 3

Council priorities:

- 1 = Protect the environment while growing the economy
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Likelihood & Impact Arrows indicate



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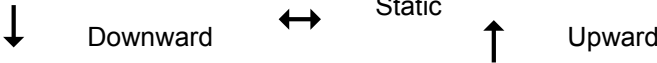
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3	LONG TERM FUNDING FOR EDUCATIONAL PREMISES	To address the long term implications of the condition and deterioration of its educational premises in relation to delivering 21st century education the council is considering, evaluating and pursuing the available options e.g. Building Schools for the Future (BSF), Primary Strategy and the Academy, to secure maximum investment for city schools	If the council does not gain extra investment, the city's educational offer, curriculum and premises may not be as good as other cities in the region which have been able to access funding	* Cabinet approval for Director of CYPT and Director of Finance & Resources to agree to the submission of BSF Readiness to Deliver submission once requested by Partnership for Schools (PfS) * Falmer Academy full business case (£28M) approved by Cabinet and by PfS *Management structures in place to ensure robust governance arrangements are established for major capital developments (Schools Futures Programme)	5 ↕	4 ↕	20  RED	Director of Children's Services , Schools Futures Project Director	2

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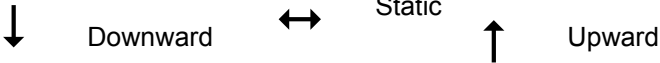
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5	BRIGHTON CENTRE	The council will need to retain its partnership with Standard Life Investments in order to deliver a world-class replacement for the current convention centre. A Heads of Terms agreement with Standard Life has instigated a period of feasibility work in 2010 during which time it is hoped that a jointly agreed, financially viable and deliverable scheme can be identified.	If the Brighton Centre is not redeveloped the city will lose its reputation as a leading conference destination and this will have a detrimental impact on the local economy.	*Current levels of commitment are high, but careful management by the council of their relationship with Standard Life will be needed to retain their interest and commitment over the coming months. *Dedicated project management resource and a council Officer Steering Group to work in tandem with Standard Life's Design Team to oversee project and to contribute to the work of the design team in developing a viable scheme which meets the agreed client briefs. *Continue to ensure Standard Life's compliance with the agreed procurement protocol. *Completion of first stage feasibility study to identify and design a viable scheme.	5 ↕	4 ↕	20  RED	Director Culture & Enterprise, Assistant Director Major Projects & Regeneration	1

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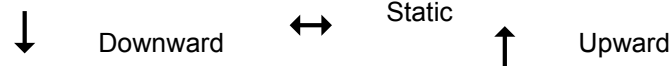
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9	MAJOR PROJECTS	Loss of confidence in the city as a successful place to do business for investors will have a direct impact on the ability to secure funding to deliver high quality and sustainable developments on key infrastructure sites throughout the city	If major projects do not proceed as anticipated, investors may opt to invest elsewhere to the detriment of the city's local economy and prospects for local residents	* Major Projects & Regeneration Division lead and manage on behalf of the council, together with other public and private sector partners, the implementation and delivery of key infrastructure projects. * Performance management of project plans against agreed targets & milestones * Regular meetings with Partners to identify key issues which affect developments in the city and to identify how best and to what extent the council can support continued progression of such developments, e.g. pragmatic extensions of project timetables and review of the 'mix of uses' of project schemes in order to improve the financial viability of developments	4 ↕	4 ↕	16  RED	Director Culture & Enterprise, Assistant Director Major Projects & Regeneration	1

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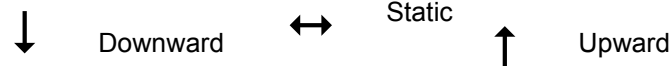
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13	WASTE REDUCTION & DISPOSAL	Increasing legislation and financial penalties for waste disposal requires sustainable & cost-effective solutions to minimise waste and waste disposal	Impact of increased costs of waste disposal on council tax and potential reduction of funds available for other council service delivery	* Council has been active in lobby group to persuade DEFRA to change definition of waste legislation *Government has put place a partial moratorium on any changing interpretation of legislation where it is able to do so *Project Management of Waste PFI Contract	3 ↓	4 ↔	12  AMBER	Director of Environment, Assistant Director City Clean and Parks	2

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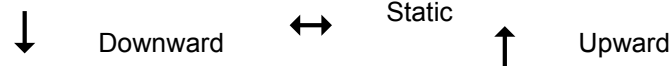
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158	COUNCIL HOUSING STOCK CONDITION	For the council to meet the Decent Homes Standard by 2013, significant financial investment is required beyond the council's current resources	Challenge to meet all aspects of the Decent Homes Standard without additional funding	*New 10 year contract approved by Cabinet July 09, contract exceeds financial efficiency targets in HRA business plan *Mobilisation programme underway to commence new contract in April 2010 *3 year investment programme under development to maximise investment in meeting DHS during 2013 *Discussions taking place with private funders regarding Local Delivery Vehicle *Options for Prudential borrowing continues to be explored *Council in regular contact with CLG regarding council's application for consent to lease	4 ↑	3 ↓	12  AMBER	Director of Adult Social Care & Housing Assistant Director Housing Management	4

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11	A DESERVED REPUTATION FOR EXCELLENCE AND A STAFF CULTURE TO DELIVER	The challenge is to improve residents' and partners' understanding of the city council's role and how we deliver outcomes for the city	Improved council reputation for its contribution to the city, increased pride in working for and with the council with continued high performance ratings	*Corporate Communications Strategy informed by research into city profiles and citizens' service needs * Internal analysis of staff compositions, their views and needs *Robust performance indicators around internal and external reputational drivers, including external assessment through Local Area Agreement (LAA) and Comprehensive Area Assessment (CAA) performance reports	4 ↕	3 ↕	12  AMBER	Director Strategy & Governance, Head of Corporate Communications	5, 2
15	EFFECTIVE PROCUREMENT PROCESS & CO-ORDINATED ORGANISATIONAL COMPLIANCE	Procurement practices are not consistently applied across the organisation (Please note this risk scenario wording has	Value for Money and quality of service delivery may not be optimal, limited assurance on legal	*Implementation of revised corporate procurement strategy to co-ordinate approach *Continually updating the corporate register of contracts to inform procurement spend *Continual improvement ,	3 ↔	4 ↔	12  AMBER	Director of Finance & Resources Head of Strategic Finance & Procurement, Procurement Strategy	2

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Static



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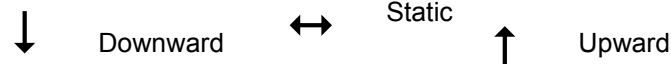
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160	(Risk Summary altered from IMPROVING CONTRACT MANAGEMENT & COMPLIANCE)	been updated from the previous risk scenario wording to reflect the Procurement Strategy emphasis on whole life contract management, rather than focused on contract management & compliance)	compliance, sustainability and best practice	adaptation and roll out of the Procurement Toolkit which provides advice on Health & Safety, EU procurement, sustainability etc, *Continual liaison with legal services to ensure that legal requirements are met in procurement practice *Work to improve links with council departments including relationship managers, contract officer forums and steering/focus groups				Manager	
	17 INVESTING IN THE CITY'S SUSTAINABLE FUTURE	The council is required to work with others to consolidate city wide action to better assure a sustainable future for the city and its community	Sustainable improvements and quality of actions taken now will impact on the community in	*City council has agreed new sustainability priorities: <ul style="list-style-type: none"> low carbon Brighton & Hove education for sustainable development for all city urban biosphere status *City Sustainability Partnership	3 ↔	4 ↔	12  AMBER	Director Strategy & Governance, Head of Sustainability and Environment	4, 2

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			the long term	*Sustainability Cabinet Committee consider strategic cross cutting issues *New programmes developing for Harvest, Climate Connections and City wide 1010 campaign to generate community engagement					
18	PROTECTION OF VULNERABLE CHILDREN	Impact of unprecedented level of child protection activity on local arrangements to safeguard and protect vulnerable children resulting from national shifts in public perception, policy and practice following high profile cases (Baby P), the Laming Report recommendations and the introduction of the	Increased activity is sustained, including high level of legal and placement costs, impacts on CYPT budget strategy, operational structures and partnership arrangements	*Existing CYPT service provision and detailed operational guidance *Pan Sussex Child Protection & Safeguarding Procedures (multi-agency working) *Interventions to strengthen service delivery and manage levels of demand including Value for Money/Impower work streams in the CYPT *Joint working with all partners on the Local Safeguarding Children Board	4 new	3 new	12  AMBER	Director of Children & Young People's Trust, Assistant Director Strategic Commissioning & Governance	2

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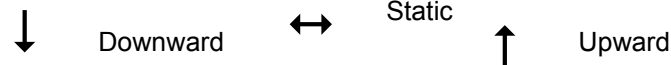
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		Public Law Outline							

TMT agreed to remove the following Risks from the Corporate Risk Register

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Risk No. Now removed	Risk Summary (CORPORATE RISK REMOVED)	Risk Scenario (CORPORATE RISK REMOVED)	Reason for removal from the Corporate Risk Register
7	BUSINESS CONTINUITY CAPACITY	A potential or actual risk or opportunity which needs to be managed in order to better achieve the Council's objectives	Progress has been made in embedding business continuity arrangements across the council. The risk will continue to receive overview and management by officers within the Environment Directorate and will be considered for the directorate risk register
6	CIVIL RESILIENCE	The council's ability to withstand short term or long term interruption to the delivery of its services will need to be effective and enable 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 normal operating levels in the shortest time possible and at the best cost	Existing Emergency Planning arrangements and links with the Sussex Resilience Forum have continued and have been effective to date. The risk will continue to receive overview and management by officers within the Environment Directorate and will be considered for the directorate risk register
10	SUSTAINABLE FUNDING FOR IMPROVING SOCIAL ISSUES	The Civil Contingencies Act 2004 requires Councils, as Category 1 Responders, to put in place prevention, mitigation or response plans for emergencies, which must be well documented and tested. The Council has in place its own Major Incident Response Guidance, which has just been reviewed, and working in partnership with the Sussex Resilience Forum, is developing emergency-specific plans, in line with the strategy set by the Community Risk Register. The impact on the Council in an emergency is as yet unknown	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 and this is further complicated now by the Area Based Grant funding. 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 sustained to enable longer term measurable improvement
			The council's financial strategy and arrangements has resulted in mainstream consideration of impacts on income to fund services from grant funds, in particular the introduction of Area Based Grant funding

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