

<b>Subject:</b>	<b>Strategic Risk Register</b>	
<b>Date of Meeting:</b>	<b>01 July 2021</b>	
<b>Report of:</b>	<b>Executive Lead Officer, Strategy, Governance &amp; Law</b>	
<b>Contact Officers:</b>	<b>Rima Desai</b> <b>Jackie Algar</b>	<b>Tel: 01273 291273</b> <b>07825387322</b>
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<b>Ward(s) affected:</b>	<b>All</b>	

## FOR GENERAL RELEASE

### 1. PURPOSE OF REPORT AND POLICY CONTEXT

- 1.1 To report to the Policy & Resources Committee on the city council's Strategic Risk Register.

### 2. RECOMMENDATIONS:

That the Policy & Resources Committee:

- 2.1 Note the Strategic Risk Register (SRR) detailed within Table 1 of this report

### 3. CONTEXT/ BACKGROUND INFORMATION

- 3.1 Risk Management:

- (i) assists effective decision making and prioritises deployment of resources
- (ii) helps the council avoid costly mistakes
- (iii) keeps the council safe e.g. health and safety emergencies
- (iv) protects our reputation.

It is a key component of the city council's Performance Management Framework.

- 3.2 The SRR is a public document which details the current prioritised risks which may affect the achievement of the city council's Corporate Plan. It is reviewed and agreed by the Executive Leadership Team (ELT) quarterly after Directorate Management Team reviews which include discussions of their individual Directorate Lists. The Audit & Standards Committee has a role to monitor and form an opinion on the effectiveness of risk management and internal control. As part of discharging their role the Audit & Standards Committee focuses on specific Strategic Risks (SRs) at each of their meetings.

The last ELT review of the SRR was on 19 May 2021 where the following 16 SRs were agreed. All SRs were reviewed particularly in the context of Covid-19, equalities and reflecting partnership working.

Table 1 shows the 16 Strategic Risks in the highest Revised Risk order which takes account of future actions to reduce or mitigate the risks:

Risk Nos.	Risk Title	Initial Risk Score Likelihood (L) x Impact (I) & Direction of Travel (DOT)	Revised Risk Score Likelihood (L) x Impact (I) & Direction of Travel (DOT)	Committee (s)	Risk Owner
SR 2	The Council is not financially sustainable	5 x 4 ◄►  RED	4 x 4 ◄►  RED	Policy & Resources Committee	Acting Chief Finance Officer
SR 36	Not taking all actions required to address climate and ecological change and transitioning our city to carbon neutral by 2030	5 x 4 ◄►  RED	4 x 4 ◄►  RED	Environment, Transport & Sustainability Committee	Executive Director, Economy, Environment & Culture
SR 20	Failure to achieve health and social care outcomes due to organisational and resource pressures on the Clinical Commissioning Group (CCG) and Brighton & Hove City Council (BHCC)	5 x 4 ◄►  RED	4 x 4 ◄►  RED	Health & Wellbeing Board	Executive Director, Health & Adult Social Care
SR 37	Not effectively responding to and recovering from COVID-19 in Brighton and Hove including building resilience for future pandemics	4 x 4 ◄►  RED	3 x 4 ◄►  AMBER	Health & Wellbeing Board  And Policy & Resources (Recovery) Sub- Committee	Executive Director, Health & Adult Social Care
SR 32	Challenges to ensure health & safety measures lead to personal injury, prosecution, financial losses and reputational damage	4 x 4 ◄►  RED	3 x 4 ◄►  AMBER	Policy & Resources Committee	Assistant Director Human Resources & Organisational Development

Risk Nos.	Risk Title	Initial Risk Score Likelihood (L) x Impact (I) & Direction of Travel (DOT)	Revised Risk Score Likelihood (L) x Impact (I) & Direction of Travel (DOT)	Committee (s)	Risk Owner
SR 33	Not providing adequate housing and support for people with significant and complex needs	4 x 4 ◀▶  RED	3 x 4 ◀▶  AMBER	Health & Wellbeing Board  And  Housing Committee	Executive Director, Health & Adult Social Care
SR 18	The organisation is unable to deliver its functions in a modern, efficient way due to the lack of appropriate technology	4 x 4 ◀▶  RED	3 x 4 ◀▶  AMBER	Policy & Resources Committee	Assistant Director Human Resources & Organisational Development
SR 25	Insufficient organisational capacity or resources to deliver all services as before and respond to changing needs and changing circumstances	4 x 4 ◀▶  RED	3 x 4 ◀▶  AMBER	Policy & Resources Committee	Chief Executive
SR 13	Not keeping vulnerable adults safe from harm and abuse	4 x 4 ◀▶  RED	3 x 4 ◀▶  AMBER	Health & Wellbeing Board	Executive Director, Health & Adult Social Care
SR 15	Not keeping children safe from harm and abuse	4 x 4 ◀▶  RED	3 x 4 ◀▶  AMBER	Children, Young People & Skills Committee	Executive Director Families, Children & Learning
SR 10	Corporate information assets are inadequately controlled and vulnerable to cyber attack	4 x 4 ◀▶  RED	4 x 3 ◀▶  AMBER	Policy & Resources Committee	Chief Executive

Risk Nos.	Risk Title	Initial Risk Score Likelihood (L) x Impact (I) & Direction of Travel (DOT)	Revised Risk Score Likelihood (L) x Impact (I) & Direction of Travel (DOT)	Committee (s)	Risk Owner
SR 21	Unable to manage housing pressures and deliver new housing supply	4 x 4 ◄►  RED	3 x 3 ◄►  AMBER	Housing Committee	Executive Director, Housing, Neighbourhoods & Communities
SR 24	In the context of Covid-19 the needs and demands for services arising from the changing and evolving landscape of welfare reform is not effectively supported by the council	4 x 3 ◄►  AMBER	3 x 3 ◄►  AMBER	Policy & Resources Committee	Acting Chief Finance Officer
SR 23	Unable to develop and deliver an effective Regeneration and Investment Strategy for the seafront and ensure effective maintenance of the seafront infrastructure	3 x 4 ◄►  AMBER	3 x 3 ◄►  AMBER	Environment, Transport & Sustainability Committee  Tourism, Equalities, Communities & Culture Committee	Executive Director, Economy, Environment & Culture
SR 29	Ineffective contract performance management leads to sub-optimal service outcomes, financial irregularity and losses, and reputational damage	3 x 4 ◄►  AMBER	3 x 3 ◄►  AMBER	Policy & Resources Committee	Acting Chief Finance Officer
SR 30	Not fulfilling the expectations of residents, businesses, government and the wider community that Brighton & Hove	3 x 4 ◄►  AMBER	2 x 4 ◄►  AMBER	Policy & Resources Committee	Chief Executive

Risk Nos.	Risk Title	Initial Risk Score Likelihood (L) x Impact (I) & Direction of Travel (DOT)	Revised Risk Score Likelihood (L) x Impact (I) & Direction of Travel (DOT)	Committee (s)	Risk Owner
	City Council will lead the city well and be stronger in an uncertain environment				

#### 4. ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

- 4.1 Through consultation with ELT the Risk Management process currently in operation was deemed to be the most suitable model.

#### 5. COMMUNITY ENGAGEMENT & CONSULTATION

- 5.1 This is an internal risk reporting process and as such no engagement or consultation has been undertaken in this regard.

#### 6. CONCLUSION

- 6.1 The council must ensure that it manages risks and meets its responsibilities and delivers its Corporate Plan. Risk management is evidence for good governance.

#### 7. FINANCIAL & OTHER IMPLICATIONS:

##### Financial Implications:

- 7.1 For each Strategic Risk there is detail of the actions already in place ('Existing Controls') or work to be done as part of business or project plans ('Risk Actions') to address the strategic risk. Potentially these may have significant financial implications for the authority either directly or indirectly. The associated financial risks are considered during the Targeted Budget Management process and the development of the Medium Term Financial Strategy.

*Finance Officer Consulted: James Hengeveld*

*Date: 09/06/2021*

##### Legal Implications:

- 7.2 Each of the Strategic Risks which are listed in this Report may potentially have legal implications. Where those implications are of a direct nature, this may be noted in the detailed Strategic Risk Reports which are reviewed by the

Council's Audit & Standards Committee, which (as designated Committee) focuses on each of the Council's strategic risks in turn.

The Policy & Resources Committee also has a key role in managing the Council's risks, as designated Committee and as the Committee with overall responsibility for the financial and other resources of the Council - hence this report.

*Lawyer Consulted:*

*Victoria Simpson*

*Date: 10/06/21*

Equalities Implications:

- 7.3 It is a corporate requirement that equalities implications are included within performance management arrangements for the Performance Management Framework which includes risk management.

Sustainability Implications:

- 7.4 There is a strategic risk in relation to sustainability.

Brexit Implications:

- 7.5 There are no direct Brexit implications.

Any Other Significant Implications:

- 7.6 There are no further significant implications arising from this report.

## **SUPPORTING DOCUMENTATION**

### **Appendices:**

1. None

### **Background Documents**

1. Detailed strategic risk register available on request.