




**Brighton & Hove City Council
Corporate Risk Register 2008/2009
(updated at TMT 21 May 2008)**

The Theoretical Risk Scenarios are set in order of highest risk score

Risk No.	Risk Summary	Risk Scenario	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 and will consider and evaluate the available options, e.g. Building Schools for the Future, Primary Strategy and the Academy, in order to secure maximum investment for city schools.	5	4	20  RED	Di Smith	2
6	COUNCIL HOUSING STOCK CONDITION	The Council faces a significant shortfall in the capital investment required to meet the Government's Decent Homes Standard (DHS) for Council Housing in 2010. The authority must re-examine its HRA and General Fund budgets, asset management, and service delivery to establish how the DHS can be met.	4	5	20  RED	Joy Hollister Nick Hibberd	4
14	SINGLE STATUS	All councils in the UK need to review and revise their pay schemes to ensure full compliance with equal pay legislation. 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 back 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	Alex Bailey Shaun Rafferty	4

Council priorities:

- 1 = Protect the environment while growing the economy
- 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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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 redevelopment scheme under negotiation provides a realistic and cost effective solution in uncertain funding markets	5	4	20  RED	Alex Bailey David Fleming	1
060	MAJOR PROJECTS	The successful delivery of our major building and infrastructure projects, linked to high quality architecture and an efficient rapid 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 financial markets, the city needs to continue to secure the confidence and funding to deliver these projects. 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	Scott Marshall & Jenny Rowlands David Fleming, Martin Randall	1

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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	Jenny Rowlands Gillian Marston	2
15	IMPROVING CONTRACT MANAGEMENT & COMPLIANCE	The council has a large number of contracts of various types and complexities, including "one-offs" and partnerships. Reviewing and monitoring procedures for these need to improve so that there is consistency and the standard of outcomes are improved. This will also enable Health & Safety risks - such as the control of Asbestos to be managed and minimised	4	4	16  RED	Catherine Vaughan Mark Ireland, Claire Jones	2
7	BUSINESS CONTINUITY CAPACITY	The council's ability to withstand short term or long term interruption to the delivery of its services and/or ICT availability 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 predetermined operating levels in the shortest time possible and at the best cost.	4	4	16  RED	Jenny Rowlands & Catherine Vaughan Judith Macho, Robin Humphries	All

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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 <i>focused</i> and sustained to enable longer term <i>measurable</i> improvement.	5	3	15  RED	Jenny Rowlands & Di Smith Judith Macho, G Cunliffe	4, 2
9	A DESERVED REPUTATION FOR EXCELLENCE	Despite real progress improving services (and encouraging signs that residents recognise them) the City Council's reputation at national, regional and local level is not where it needs to be to gain maximum opportunities for our residents. The need is to focus on: <ul style="list-style-type: none"> Achieving excellent and cost effective services in the eyes of our residents and partnerships Proactively engaging with our regulators and their frameworks to demonstrate this excellence Consistent engagement with residents (listening and doing) Building a reputation nationally and locally as a city and City Council that delivers and plans well for the future 	4	3	12  AMBER	Alex Bailey Anthony Zacharzewski, John Shewell, Janice Millman	5

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2	FINANCIAL OUTLOOK FOR THE COUNCIL	The resource projections for funding under the current local government finance system are overstated resulting in the proposed council tax increases and savings being insufficient to deliver a balanced budget. Service and financial planning is not well integrated over the medium term so action taken is short term and unsustainable.	3	4	12  AMBER	Catherine Vaughan Nigel Manvell	2
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, the partnership arrangements of the local resilience forum will alter the Sussex-wide strategy for managing incidents and the impact on the council is unknown and is expected to necessitate a review of our approach. Category 1 Responders under the Act are expected to seek accreditation under a new British Standard (BS25999) to do this will require investment and resources.	3	4	12  AMBER	Jenny Rowlands Judith Macho, Philip de Leon	5, 1
16	COMMUNICATIONS & CULTURAL CHANGE	Communications with residents, our partners and staff must be clear and focused on our priority activities. They must recognise the two way nature of communications and use best practice approaches to support council priorities and the required cultural changes required to gain the deserved reputation for excellence	3	3	9  AMBER	Alex Bailey John Shewell & Janice Millman	All

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4	IMPACT OF CHANGES IN THE LOCAL HEALTH ECONOMY & ADULT SOCIAL CARE SERVICES	The city's health care issues are managed by well established partnerships and the Strategic Commissioning Group for Community Services for Adults & Older People. A significant challenge remains which may impact on service delivery, i.e. Patient Flows ("Right Care, Right Place") – affects council's role to provide/commission and oversee more intermediate, intensive and short term care as a result of the reduction in length of hospital stay and hospital beds available and the move to more care in the community.	3	3	9  AMBER	Joy Hollister Denise D'Souza	4

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