




**Brighton & Hove City Council  
Corporate Risk Register 2008/2009  
(updated at TMT 12 November 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<br>(Dot indicates RAG rating)   | Officers<br>(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                | <b>20</b><br><br><b>RED</b>   | <b>Di Smith</b>   | 2                |
| 5        | 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                | <b>20</b><br><br><b>RED</b>   | <b>Joy Hollister</b><br>Nick Hibberd  | 4                |
| 14       | EQUAL PAY                                  | 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                | <b>20</b><br><br><b>RED</b> | <b>Alex Bailey</b><br>Shaun Rafferty  | 4,<br>2,<br>3    |

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

**Brighton & Hove City Council  
Corporate Risk Register 2008/2009  
(updated at TMT 12 November 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<br>(Dot indicates RAG rating)   | Officers<br>(Bold denotes Risk Owner, plain text details lead practitioner)    | Council Priority |
|----------|-----------------|--|----------------------|------------------|--|--|------------------|
| 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                | <b>20</b><br><br><b>RED</b> | <b>Alex Bailey</b><br>David Fleming  | 1                |
| 6        | 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 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 change 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                | <b>16</b><br><br><b>RED</b> | <b>Scott Marshall &amp; Jenny Rowlands</b><br>David Fleming,<br>Martin Randall | 1                |

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

**Brighton & Hove City Council  
Corporate Risk Register 2008/2009  
(updated at TMT 12 November 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<br>(Dot indicates RAG rating)   | Officers<br>(Bold denotes Risk Owner, plain text details lead practitioner)    | Council Priority |
|----------|---|---|----------------------|------------------|--|--|------------------|
| 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                | <b>16</b><br><br><b>RED</b>   | <b>Jenny Rowlands</b><br>Gillian Marston                                       | 2                |
| 7        | BUSINESS CONTINUITY CAPACITY                    | 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 predetermined operating levels in the shortest time possible and at the best cost  | 4                    | 4                | <b>16</b><br><br><b>RED</b>   | <b>Jenny Rowlands &amp; Catherine Vaughan</b><br>Judith Macho, Robin Humphries | 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                | <b>15</b><br><br><b>RED</b> | <b>Jenny Rowlands &amp; Di Smith</b><br>Judith Macho, G Cunliffe               | 4, 2             |

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

**Brighton & Hove City Council  
Corporate Risk Register 2008/2009  
(updated at TMT 12 November 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<br>(Dot indicates RAG rating)   | Officers<br>(Bold denotes Risk Owner, plain text details lead practitioner)    | Council Priority |
|----------|---|--|----------------------|------------------|--|--|------------------|
| 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  | 3                    | 4                | <b>12</b><br><br><b>AMBER</b> | <b>Catherine Vaughan</b><br>Mark Ireland,<br>Claire Jones                      | 2                |
| 11       | A DESERVED REPUTATION FOR EXCELLENCE AND A STAFF CULTURE TO DELIVER | Despite real progress improving services 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"> <li>• Achieving excellent and cost effective services in the eyes of our residents and partnerships</li> <li>• Proactively engaging with our regulators and their frameworks to demonstrate this excellence</li> <li>• Building a reputation nationally and locally as a city and City Council that delivers and plans well for the future</li> <li>• Ensure communications with residents, partners and staff are clear and focus on priority activities</li> </ul> | 4                    | 3                | <b>12</b><br><br><b>AMBER</b> | <b>Alex Bailey</b><br>Anthony Zacharzewski,<br>John Shewell,<br>Janice Millman | 5                |

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

**Brighton & Hove City Council  
Corporate Risk Register 2008/2009  
(updated at TMT 12 November 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<br>(Dot indicates RAG rating)   | Officers<br>(Bold denotes Risk Owner, plain text details lead practitioner) | Council Priority |
|----------|-----------------------------------|--|----------------------|------------------|--|---|------------------|
| 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.<br>Income comes under pressure during economic downturn, including investment income. Equal Pay and Pensions put extreme pressure on forward financial plans. The next Comprehensive Spending Review, effective from 2011/12, may be very tough for Local Government. | 3                    | 4                | <b>12</b><br><br><b>AMBER</b>   | <b>Richard Szadziwski</b><br>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                | <b>12</b><br><br><b>AMBER</b> | <b>Jenny Rowlands</b><br>Judith Macho,<br>Philip de Leon                    | 5, 1             |

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

**Brighton & Hove City Council  
Corporate Risk Register 2008/2009  
(updated at TMT 12 November 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<br>(Dot indicates RAG rating)  | Officers<br>(Bold denotes Risk Owner, plain text details lead practitioner) | Council Priority |
|--|--|---|----------------------|------------------|---|---|------------------|
| 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                | <b>12</b><br><br><b>AMBER</b>  | <b>Alex Bailey</b><br>Anthony Zacharzewski,<br>Thurstan Crockett            |                  |
| <b>THE FOLLOWING RISKS WERE REMOVED FROM THE CORPORATE RISK REGISTER ON 12 NOVEMBER 2008</b> |  |   |                      |                  |   |   |                  |
| 16   | COMMUNICATIONS & CULTURAL CHANGE<br><b>NOW REMOVED</b>   | 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                | <b>9</b><br><br><b>AMBER</b>   | <b>Alex Bailey</b><br>John Shewell &<br>Janice Millman                      |                  |
| 4  | IMPACT OF CHANGES IN THE LOCAL HEALTH ECONOMY & ADULT SOCIAL CARE SERVICES<br><b>NOW REMOVED</b> | 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                | <b>9</b><br><br><b>AMBER</b> | <b>Joy Hollister</b><br>Denise D'Souza                                      |                  |

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