



Brighton & Hove City Council

Strategic Risk Assessment Report




Risk Category - BHCC Strategic Risk;

ROM Issue:	Financial Outlook for the Council	Responsible Officer:	Catherine Vaughan
		Risk Code:	SR2

Identified Reductions in central government funding are expected to continue well beyond the current Comprehensive Spending Review period through to 2020. The changes to local government funding introduced in 2013/14 will also transfer greater risks to the council, particularly in relation to Business Rate valuation appeals. There is a cumulative impact of reductions in government funding to other public agencies in the city.

Potential Conseq Implementing the current budget strategy and devising budget plans for 2015/16 will be challenging and affected by uncertainty as both national and local elections are due in May 2015.

The council will need to continue robust financial planning in a highly complex environment. Failure to do so could impact on financial resilience and mean that outcomes for residents are not optimised.

Initial:	High		Revised:	High		Future:	Significant	
Risk Identified Date:	15/5/2012		Date Modified:	10/6/2014		Date Modified:	17/5/2012	

Risk Category:
 - BHCC Strategic Risk
 - Economic / Financial

Existing Controls:

- * Ongoing review of the adequacy of risk provisions and reserves to support the budget strategy and to ensure financial resilience;
- * Close alignment of Corporate Plan and Medium Term Financial Strategy (MTFS) and service and financial planning;
- * Ongoing review of the MTFS assumptions, the impact of legislative changes; cost and demand pressures; savings programmes; and income and grant assumptions;
- * Close monitoring of council tax and business rates income and regular updating of forecasts;
- * New VFM Phase 4 programme being initiated;
- * City Management Board and Finance Directors review city wide impact & opportunities for joint budget planning;
- * Consultation and engagement plan for budget setting continues to include staff, partners, businesses and Community & Voluntary Sector;
- * Development of skills and knowledge to support options appraisal of new delivery models;
- * Close monitoring of council tax, business rates and other income and regular updating of forecasts;
- * Continued review of the adequacy of savings programmes alongside other budget measures to support the budget strategy;
- * Ongoing review and challenge of value for money including Member review, benchmarking, and external audit review;

Effectiveness of Controls: Adequate **Issue Type:** Threat
Risk Treatment: Treat, Treat




Solutions:

- SR 2 Risk Action: Deliver ongoing programme of value for money workstreams and initiatives through VFM Phase 4
- SR 2 Risk Action: Continue to monitor impact of health sector reforms and local savings strategies
- SR 2 Risk Action: Regular joint updates to City Management Board on partners' financial positions and strategies
- SR 2 Risk Action: Regular updates of the City Council's projected financial position for future years
- SR 2 Risk Action: Bi-weekly ELT/Modernisation programme board includes overview of council financial position
- SR 2 Risk Action: Meet Targeted Budget Management (TBM) reporting timetable
- SR 2 Risk Action: Oversight of VFM Phase 4 by cross-party Extended Budget Review Group
- SR 2 Risk Action: Implement budget setting timetable and process

ROM Issue:	Economic Resilience and Sustainable Economic Growth	Responsible Officer:	Geoff Raw
		Risk Code:	SR4

Identified The council has a significant role in championing the city economy and attracting inward investment. It uses its own land and property portfolio to contribute to this alongside a range of policy levers including: housing, planning, economic development, leisure, tourism, education performance and public investment powers.

Potential Conseq If the council does not do this effectively:
 * The city's economy falters in the wake of difficulties in the national and international economy
 * Business, community, employee and employment expectations and aspirations not met, impact on Corporate Plan objectives and reputation affected
 * Failure to sustain local businesses and attract new investment in the city
 * Adverse impact on city's Business Rate income.

Initial:	High		Revised:	Significant		Future:	Significant	
Risk Identified Date:	8/5/2013		Date Modified:	10/6/2014		Date Modified:	23/5/2013	

Risk Category:
 - BHCC Strategic Risk
 - Economic / Financial

Existing Controls:

- * Greater Brighton City Deal initiative has established governance arrangements to support local economic growth and well being;
- * The Council works closely with the Local Enterprise Partnership to influence the economic development strategy and has successfully bid for Growing Places Funding;
- * Council is exploring a variety of policy and financial levers to unlock sustainable growth including housing led regeneration with the Housing & Communities Agency and is bringing forward a number of infill site development opportunities;
- * The City Plan will take account of new legislation affecting planning, including s106 requirements; changes to the classes order; and impacts on citizens, developers and businesses;
- * City Regeneration Unit work to improve business rates, New Homes Bonus and other development and property related income;
- * In conjunction with the Brighton & Hove Economic Partnership, the council has refreshed the economic development strategy for the city, with city partners, to reflect changes in local authority powers and finance (e.g. Business Rate Retention) and emerging opportunities in the public and private sectors. This includes an action plan.
- * The Council has included its Economic Strategy and City Deal Submissions in the C2C LEP Strategic Economic plan submission to government
- * Transport infrastructure funding via the Local Transport Board.

Effectiveness of Controls: Adequate **Issue Type:** Threat
Risk Treatment: Treat, Treat

Solutions: SR4 Risk Action: Deliver the Economic Strategy Action Plan to be monitored by the City Management Board
 SR4 Risk Action: Continue to improve the city's economic performance and productivity and provide a city leadership role in relation to government and its economic agencies.
 SR4 Risk Action: Explore opportunities to increase income from capital receipts and revenue from existing council assets including visitor attractions, employment sites and housing regeneration
 SR4 Risk Action: Explore how best to ensure that council policy decisions and operational activities give stronger consideration to their impact on the business vitality of the city
 SR4 Risk Action: Explore opportunities to improve the "look and feel" of the public realm in the main commercial areas of the city in conjunction with local businesses

ROM Issue:	Becoming a more sustainable city	Responsible Officer:	Geoff Raw
		Risk Code:	SR8

Identified The council has an important civic leadership role in working with others to prepare the city for the impact of severe weather events and mitigate the long term impact of climate change. This includes:

- * working with the Environment Agency to review and manage the risks of coastal and surface water flooding;
- * strengthening the resilience of the city's energy, waste management, water and land resource arrangements;
- * improving the environmental performance of council buildings and facilities;
- * reducing any adverse environmental impacts arising from the operation and delivery of council services.

Potential Conseq Depending on the council's actions, it may affect:

- * compliance with our commitment to be a One Planet City
- * the ability to attract inward investment and environmental industries to the city
- * maintenance of essential routes and services with particular implications for vulnerable residents and businesses in vulnerable locations
- * the city's long term resilience to potential increases in the costs of food, energy and travel
- * performance against agreed targets and compliance with environmental legislation e.g. air quality

Initial:	Significant		Revised:	Significant		Future:	Significant	
Risk Identified Date:	8/5/2013		Date Modified:	10/6/2014		Date Modified:	16/5/2012	

Risk Category:

- BHCC Strategic Risk
- Environmental / Sustainability

Existing Controls:

- * One Planet Living principles adopted for the city and establishment of a city-wide One Planet Board to oversee implementation of One Planet Living action plan;
- * Actions and opportunities arising from gaining Unesco Biosphere* status and becoming a world demonstrator for sustainability;
- * Environmental performance reporting and improvement actions;
- * Targets and standards introduced as part of the sustainable and ethical procurement process.
- * The economic strategy & the emerging City Deal proposals for Eco Tech development provide opportunity to reduce the environmental footprint of the city's economic activity and develop products and services which can positively influence environmental management across global markets;
- * Continuing partnership with East Sussex County Council to reduce landfill as a result of the Energy Recovery Facility at Newhaven.
- * Living Wage introduced at Council and encouraging other businesses to follow suit in the city, as part of Living Wage Commission (chaired by Chamber of Commerce);
- * Carbon Management Programme Board in place to oversee internal carbon reduction;
- * Carbon budgets are reviewed with clear action plans to meet targets
- * Agreement for council targets on water, waste and sustainable/ethical procurement minimum standards and the installation of monitoring equipment;
- * Installation of metering of water and energy on council premises to reduce waste;

Effectiveness of Controls: Adequate




Issue Type: Threat
Risk Treatment: Treat, Treat

- Solutions:**
- SR8 Risk Action: Review recycling opportunities, notably food waste
 - SR8 Risk Action: Work to achieve results set out in council's VFM programmes on Carbon reduction to improve the council's own environmental performance; and establish annual council carbon budget
 - SR8 Risk Action: Continue to work with key statutory agencies and energy providers, eg Southern Water and N Power, to reduce waste, improve efficiency and tackle fuel poverty
 - SR8 Risk Action: Investigate scope for refurbishment and maintenance of council property to incorporate energy and water performance measures, and other improvements eg, photovoltaic devices
 - SR8 Risk Action: Complete the Local Bio-Diversity Action Plan and work to deliver the Biosphere Reserve as detailed to UNESCO
 - SR8 Risk Action: Implement the One Planet Living Action Plan
 - SR8 Risk Action: Explore Green Deal and ECO investment approach with neighbouring authorities
 - SR8 Risk Action: Continue work with partners with aim of implementing a major energy efficiency improvement in homes across the city through HM Government's Green Deal

ROM Issue:	Information Governance Management	Responsible Officer:	Executive Director Finance & Resources SR10 & Senior Information Risk Owner (SIRO)
		Risk Code:	

Identified The council must operate to a high standard of information governance within the overall context of openness and transparency. The Cabinet has implemented a "zero tolerance" policy for access to the national Public Services Network (PSN).

Potential Conseq The council recognises that if it fails to manage data effectively then :
 * Individuals may suffer loss or damage
 * The council may suffer loss of reputation, financial penalties and/or other enforcement penalties
 * It may result in a loss of trust in the council by citizens and partners and sub-optimal decision making
 * The Council risks cut off from PSN if it does not meet security requirements which would be business critical for many services

Initial:	High		Revised:	High		Future:	Significant	
Risk Identified Date:	8/5/2012		Date Modified:	10/6/2014		Date Modified:	1/10/2013	

Risk Category: - BHCC Strategic Risk
 - Legislative

Existing Controls:

- * Information Management Board oversees this risk and provides leadership on Information Management good practice to ensure the council acts upon its legal obligations under the Data Protection and Freedom of Information Acts;
- * Open Government Licence implemented to support open government agenda and records management;
- * Code of Connection compliance was achieved in September 2013. Compliance is annually reassessed and additional security standards are brought into effect each year ;
- * Freedom of Information requests now available through What Do They Know national website;
- * An Information Audit is being undertaken across the organisation ;
- * Review of training and communication requirements across the organisation is underway;
- * New Data Centre procurement project is underway;
- * Information Management Board identified funding to meet increased technical security compliance standards. The requirements are implemented through the CoCo project.

Effectiveness of Controls: Uncertain **Issue Type:** Threat
Risk Treatment: Treat, Treat




Solutions: SR 10 Risk Action: Re-view, re-write and re-launch all information management and security policies to ensure a deeper understanding of individual staff and Member responsibilities in respect of protecting personal and sensitive information
 SR 10 Risk Action: Continue to deliver CoCo project programme of works as agreed by Information Management Board
 SR 10 Risk Action: Deliver improved communications plan with staff and Members
 SR 10 Risk Action: Use results of Information Audit to develop a records management approach which will enable better access to information, better quality information and ensure that our information is adequately protected; and b) establish Information Asset ownership
 SR 10 Risk Action: Sharing of best practice across SE7 authorities particularly for remote access
 SR 10 Risk Action: Business continuity arrangements are being reviewed and updated, then to be considered by decision makers and communicated to services



ROM Issue:	Maintaining Seafront as an asset to the city	Responsible Officer:	Paula Murray and Geoff Raw
		Risk Code:	SR12

Identified The seafront is a city asset which is iconic and contributes to the city’s reputation . The council is the lead custodian of the seafront but the benefits are shared by many. At least 5 million people use our seafront every year. It is a very significant attraction in our visitor economy; provides a series of important public spaces for residents; many businesses in the city rely on the draw of the seafront to sustain their organisation’s value and to provide an attractive place for stakeholders and employees. It is being used beyond its original design and, in many ways, is a victim of its own success and affected by the changing patterns and increased demands of usage.

Potential Conseq The heritage structures and infrastructure along the seafront require significant investment and ongoing revenue in order to maintain them for the purposes of modern use and preserve the reputation of the city and its offer..

Initial:	High		Revised:	High		Future:	Significant	
Risk Identified Date:	8/5/2013		Date Modified:	10/6/2014		Date Modified:	3/9/2013	

Risk Category: - BHCC Strategic Risk
- Physical

Existing Controls:

- * Develop the investment plan to underpin the Seafront Strategy and long term viability of the sea front infrastructure;
- * Continue to support financially viable investments in the seafront, e.g. i360;
- * Seafront arch repair programme to be delivered over 10 years from 2012;
- * Commissioned structural surveys, e.g. principal inspection of Madeira Terrace and a programme of structural surveys of arches and other seafront structures;
- * Specialist functions involved in internal cross council working group to identify, prioritise and report issues;
- * Works undertaken to stabilise West Street Shelter Hall and further collapsed arch supporting highway;
- * Scrutiny panel established to identify recommendations for improved management and development of the Seafront.

Effectiveness of Controls: Uncertain **Issue Type:** Threat **Risk Treatment:** Treat, Treat




Solutions: SR12 Risk Action: Contine to work with city businesses and resident groups to explore investment solutions
SR12 Risk Action: Seafront Structures Management Plan (SSMP) to direct activity is in report form to be presented to committee for agreement
SR 12 Risk Action: Local Transport Plan (LTP): Capital funding for works for 2013/2014 to the east and west of West Pier is 2.2m. This should then be re-added to the 2014/2015 budget to finish the eastern arches which totals £1.2m
SR12 Risk Action: Strategic Risk and background reported to Leaders. Group and ELT on a regular (monthly basis) to raise awareness and cross-party understanding of the seafront investment issues and importance to the city
SR12 Risk Action: Regular focus by specialist functions, issues to be reported to Risk Owners
SR12 Risk Action: Strategic Risk and background reported to ELT on a regular basis to raise awareness of the seafront investment issues and importance to the city
SR12 Risk Action: Officers to prepare to respond to the findings of the Seafront Scrutiny report.
SR 12 Risk Action: Arch repair programme being planned including re-instatement of West Street Shelter Hall , and attention to ancilliary road traffic works

ROM Issue:	Keeping vulnerable adults safe from harm and abuse	Responsible Officer:	Denise D'Souza
		Risk Code:	SR13

Identified Keeping vulnerable adults safe from harm and abuse is a responsibility of the council. Brighton & Hove City Council has a statutory duty to co-ordinate safeguarding work across the city and the Safeguarding Adults Board. This work links partnerships across the Police and Health and Social Care providers. Over 1400 concerns were raised last year about vulnerable people with over 1,000 going into investigation.

Due to a national legal judgement in early 2014 on Deprivation of Liberty Safeguards (DoLS) the council has seen a significant increase in requests for Best Interest Assessments (BIAs); numbers have increased significantly testing the council's capacity to deliver (eg numbers have increased over the last three months from 2 a month to 2 requests per day).

Potential Conseq Cases are more complex and demands can vary. The council is able to respond appropriately at a time of change and contact is vital to protect those most vulnerable.

Initial:	High		Revised:	Significant		Future:	Significant	
Risk Identified Date:	8/5/2013		Date Modified:	10/6/2014		Date Modified:	23/5/2013	

Risk Category: - BHCC Strategic Risk
- Legislative

- Existing Controls:**
- * Awareness through messages and training;
 - * Safeguarding Board workplan;
 - * Learning from serious case reviews, coroners concerns and case review from national work;
 - * Good multi-agency work: Pilot role and access point from Police;
 - * Audit of Safeguarding investigations and alerts (to check as appropriate);
 - * Maintain the role and numbers of professional social workers through service redesign to ensure capacity;
 - * Agreed process for escalation with NHS Surrey/Sussex to ensure timelines of clinical investigations;
 - * Multi-agency training in place for better awareness, investigation management;
 - * Highly motivated social workers
 - * Assessment of need using agreed threshold policies and procedures;
 - * Staff provided with learning opportunities and undertake continuous professional development;
 - * Working with ADASS (association of directors of adult social service) on the impact of recent legal judgement which is being seen nationally.




Effectiveness of Controls: Adequate **Issue Type:** Threat
Risk Treatment: Treat, Treat

- Solutions:** SR13 Risk Action: Continue to learn from serious case reviews, coroners inquests and case reviews
SR 13 Risk Action: Continue to raise awareness through messages and training
SR13 Risk Action: From multi-agency work with Police, review pilot to inform service delivery

ROM Issue:	Keeping children safe from harm and abuse	Responsible Officer:	Pinaki Ghoshal
		Risk Code:	SR15

Identified Keeping vulnerable children safe from harm and abuse is a legal responsibility of the Council. Legislation requires all local authorities to act in accordance with national guidance (Working Together) to ensure robust safeguarding practice. This includes the responsibility to ensure an effective Local Safeguarding Children Board (LSCB) which oversees work locally and in partnership with Police, Health and social care providers. The numbers of children in care; with Child Protection; and Children in Need plans are significantly higher than in similar authorities.

Potential Conseq The complexity of circumstances for many children presents a constant state of risk which demands informed and reflective professional judgement, and often urgent and decisive action, by all agencies using agreed thresholds and procedures. Such complexity inevitably presents a high degree of risk. Children subject to abuse and neglect are unlikely to achieve and maintain a satisfactory level of health or development, or their health and development will be significantly impaired. In some circumstances, abuse and neglect may lead to a child's death.

Initial:	High		Revised:	Significant		Future:	Significant	
Risk Identified Date:	8/5/2013		Date Modified:	10/6/2014		Date Modified:	23/5/2013	

Risk Category: - BHCC Strategic Risk
- Legislative

Existing Controls:

- * LSCB Work Plan established with strong leadership by the Independent Chair with aligned LSCB sub-group work plans;
- * Serious Case, Local Management and Child Death Reviews identify learning and action for improvement;
- * Quality Assurance across key agencies monitored by the LSCB sub group ;
- * Reports delivered to LSCB sub group;
- * MASH (Multi Agency Safeguarding Hub) to be launched in September 2014 to provide robust risk assessments and information sharing between partner agencies which will lead to robust assessment of need using agreed Child Protection threshold document, policies and procedures;
- * Early Help Strategy in place;
- * Stronger Families, Stronger Communities work targets support to the most troubled families;
- * Quality Assurance across key agencies monitored by the LSCB sub group ;
- * Reports delivered to LSCB following robust auditing of multi-agency case files and safeguarding practice;
- * Clarity regarding roles, responsibilities and accountabilities of all professionals and agencies;
- * Threshold document, agreed by all agencies, signed off by Children and Young People Committee; and LSCB on 2nd, and 3rd June 2014. MASH (Multi Agency Safeguarding Hub) to be launched in September 2014 to provide robust risk assessments and information sharing between partner agencies which will lead to robust assessment of need using agreed thresholds, policies and procedures;
- * Continuous professional development and learning opportunities offered by the LSCB and good multi agency take up of training;
- * Services in place offering targeted support to the most troubled families (Stronger Families, Stronger Communities programme);
- * Early Help Strategy in place
- * Early Help Hub to receive referrals and support identification of appropriate interventions planned for September 2014

Effectiveness of Controls: Adequate **Issue Type:** Threat
Risk Treatment: Treat, Treat

Solutions: SR 15 Action: Address failures in ICT information storage and retrieval processes to ensure appropriate access to case files by social workers.

ROM Issue:	School Places Planning	Responsible Officer:	Pinaki Ghoshal
		Risk Code:	SR17

Identified The Council has a statutory role to ensure primary and secondary school places meet future need. There has been an upturn in the birth rate so that since 2003, the number of school aged children living the city has been increasing year on year, therefore pupil places are increasingly challenged.

This is particularly acute in areas when in previous years pupil yield has previously been very much lower. While previously there has been a focus on primary school places in the next few years we will have a significant pressure on secondary school places.

Potential Conseq

- * Parents may not feel able to secure a place for their child in the local community;
- * There may be increased travelling;
- * Without identifying new sites, existing schools may become overcrowded or larger.

Initial: High  **Revised:** Significant 
Risk Identified Date: 25/9/2013 **Date Modified:** 10/6/2014

Risk Category:

- BHCC Strategic Risk
- Customer / Citizen

Existing Controls:

- * Cross party school place planning group chaired by Risk Owner and involving all schools, colleges and two city universities;
- * Regular review of pupil number forecasting has made it clear that primary growth starts to reach secondary schools by 2014, with the issue becoming acute in subsequent years. The future need focus relates to secondary school places;
- * Work with Members on cross-party basis and with partners to bring forward proposals and share understanding;
- * 465 new primary school places (15.5 classes) added in last five years;
- * Two new free schools opened in city;
- * Four class junior site to open on Hove Police Station site September 2014;
- * One new permanent form of entry opening in September 2014 at West Hove Infant School (Connaught);
- * Public consultation being undertaken on proposals to provide two permanent additional forms of entry from September 2015 in primary schools serving areas of highest demand, with funding identified in the capital programme;
- * 80% of schools are currently assessed by Ofsted as good or outstanding and a new School Improvement Strategy has been adopted to support the target of all schools being good or outstanding.







Effectiveness of Controls: Adequate **Issue Type:** Threat
Risk Treatment: Treat

Solutions: SR 17 Risk Action: Review of secondary school admissions arrangements commissioned by Children and Young People Committee, to be steered by cross party working group :
 SR 17 Risk Action: Review of 'lessons learned' from 2014 primary admissions round to be undertaken in consultation with the cross party working group with a view to agreeing earlier any bulge classes required
 SR 17 Risk Action: Deliver the School Improvement Strategy to support the remaining 20% of schools to be good or outstanding

ROM Issue:	Effective use of technology	Responsible Officer:	Catherine Vaughan
		Risk Code:	SR18

Identified The Modernising the Council priority is dependant on a high quality of ICT infrastructure and service, and staff who are able to make the most of the technology available to them . Customers' expectations of how they are able to interact with the council relies on effective use of technology.

Potential Conseq If we do not invest appropriately in technology and its effective use , we will be unable to deliver sufficient efficiency savings and meet customer expectations

Initial: High  **Revised:** High  **Future:** High 
Risk Identified Date: 25/9/2013  **Date Modified:** 10/6/2014  **Date Modified:** 8/10/2013 

Risk Category: - BHCC Strategic Risk
 - Technological

Existing Controls:

- * ICT Strategy;
- * ICT investment plan (partially funded);
- * Ongoing upgrade of ICT infrastructure , hardware and systems to ensure service availability and compliance with external government security standards;
- * Current deployment of the new Network jointly with partners through the LINK;
- * Roll out of new Microsoft Operating Suite (Windows 7 and Office 2010);
- * ICT workforce planning ideas shared within council and SE 7 partners;
- * Improving Customer Experience Board includes focus on measures to enhance customer experience and digital access to council services;
- * New piece of work on Targeted ICT investment initiated alongside VFM Phase 4 programme to approve prioritisation of requests and resources.

Effectiveness of Controls: Adequate **Issue Type:** Threat
Risk Treatment: Treat, Treat

Solutions: SR18 Risk Action: Match the known ICT workload 2014-2016 with the outcomes of the VFM 4 Targeted Investment workstream to develop a prioritisation framework overseen by ELT to target investment to secure most benefit
 SR18 Risk Action: Review ICT skills and training offer for all staff
 SR18 Risk Action: Improve clarity & governance of relationship between ICT Investment and business benefits through the VFM Phase 4 ICT Targeted Investment work stream which collates all known programmes & projects with an ICT impact across the council
 SR18 Risk Action: Put in place a new expert ICT supplier relationship manager role to deliver best value from complex contracted services

ROM Issue:	Implementation of the Care Act	Responsible Officer:	Denise D'Souza
		Risk Code:	SR19

Identified The Care Act is enacted but its detailed requirements through statutory guidance is still to be finalised for:

- Safeguarding;
- Funding of Social Care;
- Contributions for Care costs (Dilnot report);
- Increased duties in respect of carers

The Council needs to have processes and systems in place to support changes to safeguarding, care, information and advice functions by April 2015

Potential Conseq If we fail to meet our new statutory duties under the Care Act then:

- * Service delivery for individuals will be affected
- * Reputational damage
- * Financial risk

Initial:	High		Revised:	High	
Risk Identified Date:	21/5/2014		Date Modified:	10/6/2014	

Risk Category:

- BHCC Strategic Risk
- Legislative

Existing Controls:

- * Adults Social Care Modernisation Board set up;
- * Workstreams in place working across the South East and nationally to work to ensure capacity to respond to the changes and predict future demands;
- * Local workstream identified and will link where possible to work on the Better Care Fund.

Effectiveness of Controls:	Uncertain	Issue Type:	Threat
		Risk Treatment:	Treat

Solutions:

- SR 19 Risk Action: Work with partners to inform and influence all parties involved in social care provision so that understanding, capacity and performance meets new requirements
- SR 19 Risk Action: Review progress at Adult Social Care Modernisation Board on a regular basis
- SR 19 Risk Action: Scan for changes of Care Act as more clarity emerges and assess implications to care delivery arrangements

ROM Issue:	Better Care Fund	Responsible Officer:	Denise D'Souza
		Risk Code:	SR20

Identified The changes to funding for Adult Social Care introduced by the Better Care Fund affect how the whole system of social care, across the public and private sectors, works together.

Potential Conseq The impact of funding changes of the Better Care Fund combine with already significant changes to the NHS still being implemented and reduced budgets for, and increased savings required from Local Government.
 If parties do not work together as agreed at the Better Care Board, or organisation's priorities change, it will affect delivery of performance targets in relation to the Better Care Fund. Any failure of delivery over the longer term (3-5 years) will impact on the Acute Trusts' costs and our ability to release efficiency savings as a result of integrated working and a focus on prevention..

Initial:	High		Revised:	Significant	
Risk Identified Date:	14/5/2014		Date Modified:	10/6/2014	

Risk Category:
 - BHCC Strategic Risk
 - Economic / Financial

Existing Controls:

- * Health & Wellbeing Board reviewed and governance arrangements in place to help deliver an integrated approach, including oversight of the Better Care Fund;
- * Better Care Board established (high level and cross sector representation) and chaired by Executive Director Adult Social Care;
- * Partnership work agreed and submitted a Better Care Plan by the deadline in March 2014;
- * Agreement at Better Care Board to develop a Better Care implementation plan for delivery of Phase 1 from September 2014, based on an integrated model of delivery;
- * Already a small number of local authority staff working on 7 day contracts and work continues to incorporate itno new contracts; some staff already involved in integrated primary care teams,

Effectiveness of Controls: Adequate **Issue Type:** Threat
Risk Treatment: Treat

Solutions: SR 20 Risk Action: Deliver Phase 1 Better Care implementation plan from September 2014
 SR 20 Risk Action: Monitor and react to implications on the Better Care Fund arising from the Care Act

ROM Issue:	Housing Pressures	Responsible Officer:	Geoff Raw
		Risk Code:	SR21

Identified The increasing demands for housing continues to outstrip new supply and as a consequence accommodation is becoming less affordable notably in central city areas relative to the local wage rates. Housing is particularly acute for low income families. There are also significant needs associated with an ageing population and more dependant households. Student numbers are also forecast to grow and have a significant impact on the existing residential communities and, in terms of affordable rents for non-student households, local character and impact on amenity arising from rapid 'studentification' of neighbourhoods, student residencies and competition for development sites.

Potential Conseq

- * The city is unable to accommodate economic growth and sustainable development objectives; and
- * the ability of the council to meet housing demand is affected by displacement of family accommodation.

Initial:	High		Revised:	Significant	
Risk Identified Date:	5/6/2014		Date Modified:	10/6/2014	

Risk Category:

- BHCC Strategic Risk
- Environmental / Sustainability

Existing Controls:

- * Review of city Housing Strategy as presented to by City partners' Strategic Housing Partnership in Nov 13, has set objectives for next 4 years;
- * Increased focus on housing delivery in City Plan submission
- * Continued monitoring of population growth; affordability (prices v income); assessment of impact of housing tenure mix [owner/occupier renting; student housing; new family households
- * City Plan supports need for housing and delivery of affordable housing, eg extra care & other housing;
- * Continue to work with private sector landlords to increase the supply of affordable high quality private lettings;
- * Continued work with Registered Social Landlords to support housing led regeneration initiatives

Effectiveness of Controls:	Adequate	Issue Type:	Threat
		Risk Treatment:	Treat

Solutions:

- SR21 Risk Action: Exercise Duty to Co-operate with Neighbouring Authorities to address the shortfall in housing supply that is not deliverable in Brighton & Hove
- SR21 Risk Action: Investigate options to procure more housing for affordable rented and shared ownership use
- SR 21 Risk Action: Work through City Deal with regional partners & LEP to promote Economic development incl increased sub-regional working to meet housing need
- SR 21 Risk Action: Continue to track numbers of Right to Buy Purchases; student houses; HMOs in specific areas and across city
- SR21 Risk Action: Consider use of New Policy Article 4 a) allocates sites for purpose built housing; and b) manages properties to meet student housing needs
- SR21 Risk Action: Investigate options for council resources to develop finance expertise to increase council's ability to negotiate effectively with developers and local private agents re. schemes for housing and to provide affordable housing
- SR21 Risk Action: HRA stock improvement & estate regeneration initiative (New Homes for Neighbourhoods) to increase affordable housing supply
- SR21 Risk Action: Act on outcome of joint partners' bid for £59M for extra care housing to address social care residential needs as part of 2015-18 Affordable Housing Programme
- SR21 Risk Action: Explore options with universities to improve student accommodation provision to meet forecast growth in student numbers.
- SR 21 Risk Action: Greater Brighton Economic Board, City Deal & regional working to find housing solutions.
- SR 21 Risk Action: Affordable housing policy to be adopted