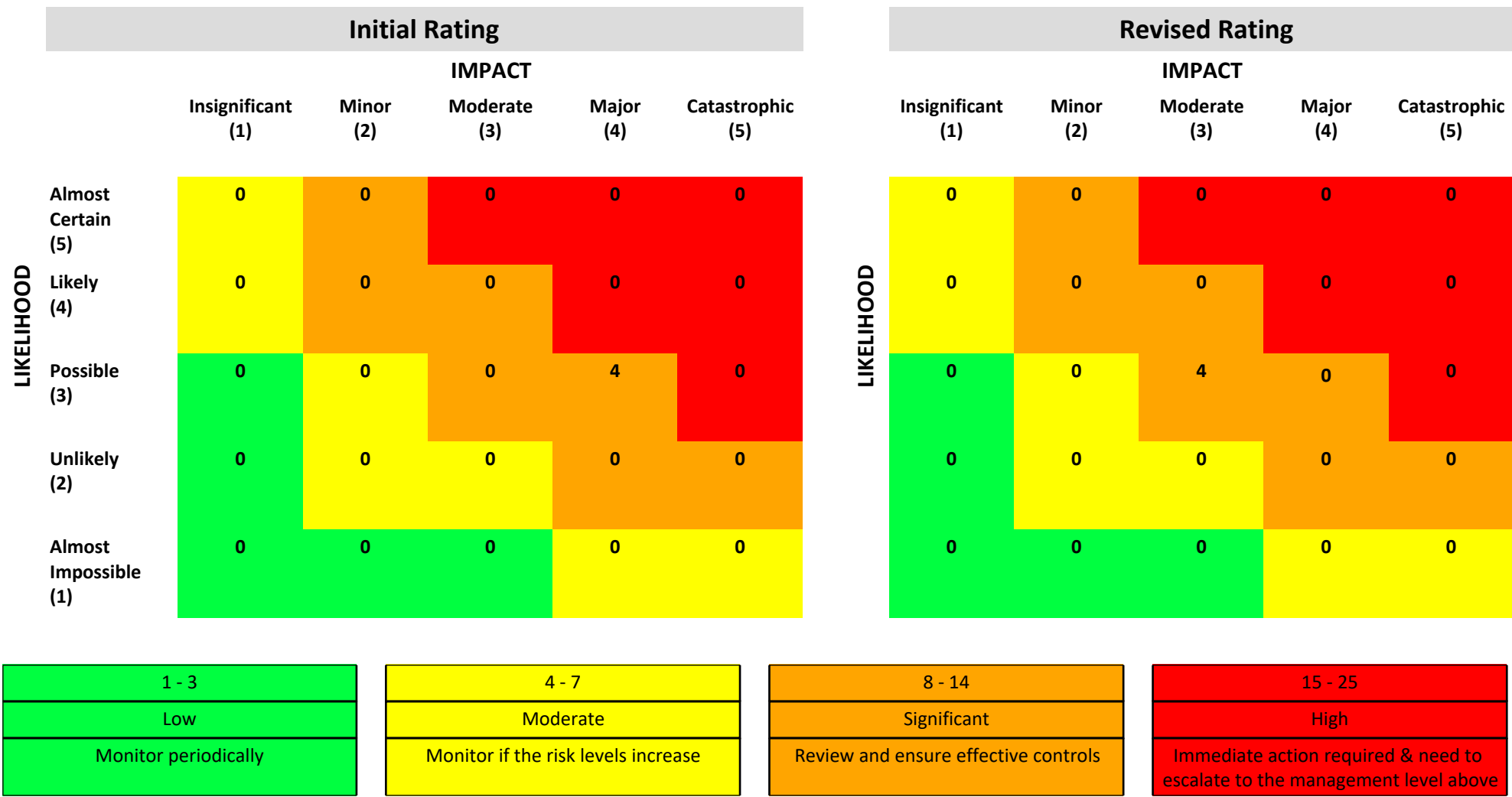


Brighton & Hove City Council

Appendix 1

Strategic Risk Focus Report: SR21, SR 26, SR23 and SR30.



Risk Code	Risk	Responsible Officer	Risk Category	Last Reviewed	Issue Type	Risk Treatment	Initial Rating	Revised Rating	Future Rating	Eff. of Control
SR21	Unable to manage housing pressures and deliver new housing supply	Executive Director Neighbourhoods, Communities & Housing Head of Planning Head of Housing Strategy, Property & Investment Executive Director Economy, Environment & Culture	BHCC Strategic Risk, Environmental / Sustainability	21/11/18	Threat	Treat	Amber L3 x I4	Amber L3 x I3		Revised: Adequate

Causes

Link to Corporate Plan: Priority Economy, Jobs and Homes: Deliver better business space and affordable homes/accommodation

Brighton & Hove is a growing city with high house prices, low incomes, an ageing population and a significant proportion of households with a support need. Scope for development within the city is affected by significant geographical constraints and competing land pressures. 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 shortages are particularly acute for low income families. Demand for affordable rented homes is growing with a significant number of households in temporary accommodation. The private rented sector continues to expand at the expense of rates of owner occupation which are in long term decline. Demand arising from Universities and other educational establishments continues to have a significant impact on the housing market and existing residential communities in parts of the city, in terms of affordable rents for non-student households, local character and impact on neighbourhood amenity.

Potential Consequence(s)

1. Changes in Government legislation require council intervention at an earlier stage
2. The city is constrained in its capacity to accommodate economic growth, housing supply obligations and sustainable development objectives.
3. The city council is unable to meet its strategic housing and planning policy objectives to: meet City Plan and Housing Strategy requirements in terms housing numbers; improve overall housing supply and housing mix; deliver affordable lower cost homes, in particular homes for rent.
4. The city council is unable to meet statutory homelessness obligations. In particular, corporate critical budget implications arising from Temporary Accommodation pressures owing to lack of suitable alternative accommodation.
5. The shortage of homes to meet the accommodation requirements of elderly and vulnerable people which can have an adverse impact on social care provision and cost pressures.
6. Impact on our ability to recruit and retain lower income working and younger households and employment in the city, in particular in social care, health and other lower wage sectors.

Existing Controls

First Line of Defence: Management Controls

1. The Council's Housing Strategy 2015-2019 sets out objectives and action plan addressing identified housing needs in the City. This includes policy and investment prioritising: i) Improving Housing Supply; ii) Improving Housing Quality; iii) Improving Housing Support. This strategy has been agreed by Full Council
2. The City Plan also sets out housing targets across all tenures; policies on securing affordable housing through the planning system, residential development standards.
3. Housing Revenue Account (HRA) Asset Management Strategy is aligned to Housing Strategy in support of improving housing supply & housing quality. Greater Brighton Housing & Growth (GBH&G) Working Group is aiming to accelerate delivery of new housing supply through freedoms and flexibilities sought as part of the wider Greater Brighton proposals.

Key controls include:

1. Housing Allocation Policy framework ensuring best use of existing council and registered provider resources through nomination of affordable housing to priority households.
2. Procurement of Temporary Accommodation and long term private sector housing lettings with private landlords in the city and wider city region for those to whom we owe a housing duty.
3. Our 'New Homes for Neighbourhoods' estate regeneration programme to deliver new affordable Council homes in the city.
4. Development of additional Housing Delivery Options: Living Wage Joint Venture with Hyde proposal to deliver 1,000 new lower cost homes for rental and sale; and, Housing Market Intervention / direct delivery through council wholly owned housing company.
5. Enabling delivery of new affordable homes in partnership with Registered Provider partners and the Homes & Communities Agency.
6. Improving supply through best use of existing HRA assets including conversions / hidden homes programme/ delivery of council owned Temporary Accommodation.
7. Implementation of expanded Home Purchase Policy.
8. Bringing long term empty private sector homes back into use through our Empty Property Strategy.
9. Tenancy sustainment initiatives particularly for more vulnerable people in order to prevent homelessness.

10. Ongoing work of Greater Brighton Housing & Growth initiatives to accelerate delivery of new homes.
11. On-going work of the Greater Brighton Strategic Property Board; bringing national, regional and local partners together to make the best use of the combined public estate – including the release of surplus land and sites for economic growth (new jobs, employment floorspace and home)’.
12. The homelessness trailblazer programme is providing effective early intervention.

Second Line of Defence: Corporate and Committee Oversight

1. Corporate Investment Board
2. Strategic Investment Board
3. Cross Party Estates Regeneration Board
4. Strategic Housing Partnership (cross sector)
5. Strategic Accommodation Board (reviewing accommodation needs of vulnerable households across Housing, CFS & ASC). Progress is reported in NCH Directorate Plan.
6. The risk was reviewed at A&S Committee in January 2018.

Third Line of Defence: Independent Assurance

Internal Audit - June - Oct 2018 Supported & Semi-Independent Accommodation – Reasonable Assurance. No specific Internal Audit work in 2017/18. In 2016/17 on Housing New Builds concluded Substantial Assurance.

Ministry of Housing, Communities & Local Government information returns.

Risk Action	Responsible Officer	Progress %	Due Date	Start Date	End Date
Continue to track number of Right to Buy Purchases; student houses; Houses in Multiple Occupation (HMOs), accepted as homeless under our statutory duty and the number of cases ASC & Children’s accept a duty to house	Head of Housing Strategy, Property & Investment	70	31/12/18	01/04/15	31/03/19

Risk Action	Responsible Officer	Progress %	Due Date	Start Date	End Date
<p>Comments: New Allocations Policy implemented (March 2018). Tracking of Right to Buy Purchases; student houses; HMOs; households accepted as homeless under our statutory duty and the number of cases Health & Adult Social Care (ASC) & Families, Children & Learning (FCL) accept a duty to house are all on-going as part of our wider budget, strategy and programme management arrangements. This information feeds into: HRA Business Plan; Estate Regeneration Programme; Development of Housing Strategy; Review and development of Private Rented Sector licensing proposals; Work is ongoing to ensure FCL and ASC use all of their allocation to maximise the housing given to people with high support needs. Government returns related to homelessness and plans for Homeless Reduction Act and liaison with HASC & FCL regarding meeting the accommodation needs of vulnerable adults and children through our Strategic Accommodation Board.</p> <p>Housing & New Homes Committee have extended the Home Purchase Policy to enable us to exercise our right of first refusal on first re-sale of RTB homes subject to parameters and to buy S106 properties on large developments and also to purchase properties on the open market. First properties purchased under this scheme now let and in management and a further ten properties will be purchased before the end of the financial year. November 2017 Housing & New Homes Committee agreed a significant extension of Private Rented Sector (PRS) licensing. Application for consent to introduction of selective licensing agreed by Secretary of State (Sept 18) and scheme to come into force 4/2/2019). Responding to application for Judicial Review from Southern Landlords Association (May 2018). Commencement of additional licensing of city-wide scheme for smaller HMOs in March 2018. Government expansion of mandatory licensing of larger HMOs from 1 October 2018.</p>					
Effective implementation of affordable housing policy in the City Plan	Head of Planning	75	31/03/19	01/04/15	31/03/19

Risk Action	Responsible Officer	Progress %	Due Date	Start Date	End Date
<p>Comments: Oct 18 - Delivery of affordable housing through S106 has diminished largely as a consequence of reduced funding for affordable housing delivery through s106. Evidence will be provided in the annual monitoring information. It is being off set by direct delivery and increased flexibility through commuted sums. Officers will continue to apply the policy and require evidence to justify the level of affordable housing provided. Work underway on introducing a range of viability assessors (rather than just the DVS).</p> <p>The Affordable Housing Policy is part of the City Plan which was Adopted by Full Council on 24th March 2016. The affordable housing policy sets a target for securing affordable housing as part of new housing developments (e.g. 40% affordable housing of 15 or more dwellings). There is flexibility built into the policy to allow for a lower amount where a developer can demonstrate that the target would render the scheme unviable - they are required to provide evidence to demonstrate this (a viability assessment).</p> <p>Guidance on affordable commuted sums agreed at EDC Committee in June 2016 and further guidance on when commuted sums for larger sites (15 plus dwellings) added to the Developer Contributions Technical Guidance in January 2017. Using commuted sums will enable flexibility in terms of delivering genuinely affordable housing. This is regularly monitored by the S106 Officer in the Major Applications Team and annual reported to Policy Resources & Growth (PR&G) Committee.</p> <p>Consultation started in October 2017 on an 'Open Book ' approach to viability evidence submitted to support planning applications - this is a requirement if an applicant is proposing lower amounts of affordable housing. This was agreed in January 18 this was introduced in Feb. 2018. This is providing more open and transparent information on why specific levels of affordable housing are being secured through the planning application process.</p> <p>Build to Rent guidance note for officers prepared to help advise officers on how to secure affordable housing through this new housing development product.</p> <p>There is on going liaison between the Planning Service and Housing Strategy and Estates Regeneration Teams to prioritise delivery of affordable housing.</p>					
Executive Director, NCH meetings with Government	Executive Director Neighbourhoods, Communities & Housing	30	31/03/19	05/02/18	31/03/19

Risk Action	Responsible Officer	Progress %	Due Date	Start Date	End Date
<p>Comments: ED NCH met with Government 5/2/18 re. possible additional funding going into the sector, the issues around housing associations building properties for sale; and finally that we were in an uncertain period. Government were committed to provide more homes. New Homes for Neighbourhoods has seen a number of new homes delivered. In addition, we have completed BrookMead extra care scheme. Regular bi-monthly meetings with Homes England continue.</p> <p>Responses to the following bidding opportunities to enable delivery of new homes to be developed:</p> <p>Launch of bidding for the Housing Revenue Account additional borrowing programme, to help local authorities build new council homes;</p> <p>Launch of bidding for Affordable Homes Programme grant, including investment for social rent homes, targeted at high affordability pressure areas.</p>					
<p>Explore options with universities to improve student accommodation provision to meet demand arising from student numbers.</p>	<p>Head of Housing Strategy, Property & Investment</p>	<p>60</p>	<p>31/12/19</p>	<p>01/04/15</p>	<p>31/12/19</p>
<p>Comments: Student Housing Study to inform both City Plan Part 2 and Housing Strategy refresh has been commissioned and completed following review. Student Housing Study likely to impact on premis of 'forecast growth in student numbers' as this is not supported by new projections (subject to review). Study to inform consultation and development of City Plan Part 2 and development of the updated Housing Strategy which will commence in 2019 in partnership with key stakeholders including the Strategic Housing Partnership.</p> <p>The Strategic Housing Partnership briefed on progress to date with consultation task and finish groups informing Student Housing Strategy development. A report is planned to Housing & New Homes Committee in November 2017 reviewing the evidence and seeking permission to go out for Student Housing Strategy consultation during 2018.</p>					
<p>Housing Revenue Account (HRA) stock improvement & estate regeneration initiative ' New Homes for Neighbourhoods' to increase affordable housing supply</p>	<p>Head of Housing Strategy, Property & Investment</p>	<p>80</p>	<p>31/03/19</p>	<p>01/04/15</p>	<p>31/03/19</p>

Risk Action	Responsible Officer	Progress %	Due Date	Start Date	End Date
<p>Comments: Housing Revenue Account Asset Management Strategy is aligned to Housing Strategy in support of improving housing supply & housing quality. Housing stock review is an ongoing process. HRA asset management strategy (HRA AMS) has been approved by Housing and New Homes Committee and P&R Committee for 2016-2020. Post Grenfell tragedy HRA AMS review considered at September 2017 Housing & New Homes Committee. Review and update via Capital Programmes and related plans, including ongoing consultation with residents at Area Panels and Home group – Capital Investment Programme is subject to consultation to inform Budget reports for January 2019 for Housing & New Home (H&NH) Ctte approval to proceed to February PRG and then Budget Council.</p> <p>HRA AMS supports increasing housing supply through:</p> <p>Our 'New Homes for Neighbourhoods'(NHFN) estate regeneration programme to deliver new affordable homes in the city.</p> <p>November 2018 H&NH Ctte to consider a report updating on delivery of new affordable housing by the council and future plans to escalate delivery, including utilisation of increased HRA borrowing following lifting of the HRA borrowing cap (subject to Government guidance).</p> <p>Head of Housing Strategy, Property & Investment.</p>					
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	Head of Housing Strategy, Property & Investment	80	31/03/19	01/04/15	31/03/19

Risk Action	Responsible Officer	Progress %	Due Date	Start Date	End Date
<p>Comments: Affordable Housing – Housing Delivery Options</p> <p>Improving housing supply in the City, in particular the supply of affordable homes, is a key aim of both our Housing Strategy and City Plan. We continue to work with Planning colleagues to maximise the delivery of new affordable homes via Planning policy including a forthcoming review of our Affordable Housing Brief and response to guidance on new products including Build to Rent.</p> <p>By way of mitigation and in addition to existing means of improving housing supply, the opportunities considered for accelerating the delivery of new affordable homes in the City are outlined in a report to November 2018 H&NH Cttee updating on our plans to escalate the delivery of new affordable housing by the Council including:</p> <p>Maximising use of HRA borrowing capacity including via New Homes for Neighbourhoods programme;</p> <p>1. Living Wage Joint venture (LWJV)- with Hyde Housing Association to acquire land and develop new homes for sub-market rental and sale for local people. The JV company would deliver 500 Living Wage rented homes and 500 Shared Ownership homes for local people, the first three sites have been identified to deliver up to 570 homes.</p> <p>2. Wholly Owned Housing Company (WOHCO) - options for the local authority to: intervene in the housing market as a potential purchaser / lessee of new accommodation being brought forward on development sites in the City or sub-region; and, direct development of new homes in order to meet identified housing needs.</p> <p>Housing Strategy & Enabling Team continue to work with Planning, developers, as well as Homes & Communities Agency and Registered Provider Partners on our Affordable Housing Delivery Partnership, to enable maximum delivery of new affordable homes on development sites in the city in line with our Affordable Housing Brief and City Plan requirements under City Plan (CP) 20 Affordable Housing.</p> <p>Work also completed with HCA and colleagues across the council on bidding for the Housing Infrastructure Fund.</p> <p>Head of Housing Strategy, Property & Investment through regular meetings with HCA and of Affordable Housing Delivery Partnership.</p>					
Investigate options to procure more housing for affordable rented and shared ownership use	Head of Housing Strategy, Property & Investment	80	31/03/19	01/04/14	31/03/19

Risk Action	Responsible Officer	Progress %	Due Date	Start Date	End Date
<p>Comments: Affordable Housing – Housing Delivery Options</p> <p>Improving housing supply in the City, in particular the supply of affordable homes, is a key aim of both our Housing Strategy and City Plan. In addition to existing means of improving housing supply, the opportunities considered for accelerating the delivery of new affordable homes in the City have been reported to H&NH Ctte as follows:</p> <p>Expansion of Home Purchase Policy (Sept 2018) allowing the council to look at the option of expanding existing buy back provisions and look at purchasing affordable housing supplied as part of new developments in the City.</p> <p>Housing Supply Update (November 2018) an update on future plans to escalate delivery of new affordable housing by the council including procurement of more homes for rent and shared ownership, including through the Living Wage Joint venture (LWJV)- with Hyde Housing Association.</p>					
Work through City Deal with regional partners & LEP to promote Economic development incl increased sub-regional working to meet housing need	Head of Planning	40	31/03/19	01/04/15	31/03/19

Risk Action	Responsible Officer	Progress %	Due Date	Start Date	End Date
<p>Comments: Oct 18 - Recruitment of Project Manager unsuccessful so approach to be re-evaluated and post re-advertised. Study Briefs for LSS3 work including 'Housing growth options' (which includes a geographical dimension) agreed by Strategic Planning Board in July. It was agreed that this would be shared with - GBEB, Gatwick Diamond and West Sussex CEOs. Report not allowed to go to GBEB (concerns raised at pre-meet). As a consequence alternative governance to be considered for West Sussex and Greater Brighton (meeting of CEOs). Significant risks around lack of project manager and lack of a work programme.</p> <p>June 18 - Agreement from West Sussex and Greater Brighton Strategic Planning Board (WS&GB SPB) to work on Local Strategic Statement³ which is strategic statement for the area that will look at key strategic across the wider area looking at housing numbers, economic growth and infrastructure needs. Funding identified and project manager to be recruited - this will start in July 2018. The bid for Planning Delivery Fund (Joint Working) was unsuccessful. As a consequence the West Sussex and Greater Brighton Planning Officer Group will proceed with exploring alternative options for a strategic plan for the area.</p> <p>Previous Updates: Following work by the Greater Brighton Housing & Growth (GBH&G) Working Group to accelerate delivery of new housing supply a Local Strategic Statement 2016 was developed with the sub-regional planning group to consider the wide Greater Brighton area including Surrey.</p>					
Work with partners to address student housing needs	Head of Planning	73	31/03/19	01/04/15	31/03/19

Risk Action	Responsible Officer	Progress %	Due Date	Start Date	End Date
<p>Comments: Oct 18 - Consultation completed on draft City Plan Part Two. Objection to one of the two allocated student housing sites and HMOs policy more supported than objected to. Work underway to sign off conditions on key student housing sites - Circus Street and Preston Barracks. Work in progress on application at MET college. Technical study demonstrates that with Universities slowing/stopping growth after 2020 combined with completion of purpose built housing by 2020 - there will be a demonstrable reduction in pressure on established residential areas via proliferation of HMOs.</p> <p>Student Housing Study technical background paper completed July 18. City Plan Part 2 draft agreed at Committee for consultation for 10 weeks from July to September. The Plan includes two proposed policies that will relate to management of student housing and allocates two further sites for potential purpose built student housing. Local Strategic Statement 3 will be prepared, starting autumn 2018, and this will explore strategic issues such as student housing. Continued working with the Strategic Housing Partnership in relation to student housing issues. Student Housing technical background paper completed and to be used to inform the Student Housing Strategy.</p> <p>In terms of managing concentration of Houses in Multiple Occupation (HMO) - City Plan policy is being implemented and where appropriate enforcement action taken against unauthorised HMOs. Proposed City Plan Part 2 policy will be proposed that will address issue of localised concentrations of HMOs. Additional resources have been given to the Planning Enforcement Team to support this work.</p> <p>Supporting purpose built student housing (PBSH) - Consent was given to Preston Barracks redevelopment in Sept 17 which will deliver 1200 purpose built student rooms. Work underway on Circus Street. Additional speculative schemes for PBSH reaching completion or underway on Lewes Road.</p>					

Risk Code	Risk	Responsible Officer	Risk Category	Last Reviewed	Issue Type	Risk Treatment	Initial Rating	Revised Rating	Future Rating	Eff. of Control
SR26	Not strengthening the council's relationship with citizens	Executive Director Neighbourhoods, Communities & Housing Head of Communications Head of Communities, Equalities & Third Sector	BHCC Strategic Risk, Customer / Citizen	21/11/18	Threat	Treat	 L3 x I4	 L3 x I3		Revised: Adequate

Causes

Link to Corporate Plan: Outcome ' A modern council: Providing open civic leadership and effective public services'

Potential reduced service offers by the council or its Key Partners may lead to poor perceptions from citizens

Not enough use, promotion or development of service delivery through technology (linked to Digital First)

Increased need to collaborate with other public agencies and third sector organisations to service citizens, including as a 'service of last resort'

How staff across the council in key frontline directorates embrace and promote the new ways of service provision to service users and citizens and forge links with others in the organisation for corporate buy-in

Adverse media coverage may impact on courage to make decisions; and change

Potential Consequence(s)

* Council's offer falls behind public expectations of services access and delivery standards in comparison with other organised public services and private organisations

* Council's offer is not well defined, practiced or understood by citizens and communities

* Council loses relevance with its local communities

* Less support from the council from its citizens

* The council's leadership role may be compromised if other organisations are influenced by negative perceptions

Existing Controls

First Line of Defence Management Controls:

1. Customer Feedback, including complaints and survey methods monitor council reputation, e.g. City Tracker, Media Monitoring
2. Increased joint commissioning with other public sector organisations to demonstrate value for money
3. Corporate Plan 2015-2019 emphasises working with Communities
4. Front line services work to manage down demand, as detailed in the Directorate Plans for Adult Services and children's Services
5. Health & Adult Social Care work closely with the Clinical Commissioning Group (CCG) and Public Health England to ensure planning of delivery to our residents
6. Directorate Management Teams monitor impacts on customer and services

Second Line of Defence Corporate Oversight:

1. 'Horizon scanning' by the Executive Leadership Team (ELT) and Directorate Management Teams (DMTs) of legislative change affecting council service delivery
2. Officer Steering Group (Customer Insight Group) representing 5 biggest customer service functions meets regularly to analyse impact on citizens and plan improvements
3. CCG and council work on the Health & Wellbeing (HWB) Board, including co-location at Hove Town Hall
4. Corporate Modernisation Board, chaired by Chief Executive, establishes and deploys resources to make changes most effectively in 6 workstreams related to NCH, including support from PIP on Programme Management, e.g. business cases, progress review, timetable
5. Neighbourhoods, Communities & Equalities (NCE) Committee oversight of programmes relating to the 6 workstreams in NCH

Third Line of Defence Independent Assurance:

Internal Audit - The 2017/18 Internal Audit Plan included an audit of Public Consultations which concluded Reasonable Assurance.

In 2015/16 the audit on Organisational Ethics concluded Substantial Assurance.

Risk Action	Responsible Officer	Progress %	Due Date	Start Date	End Date
Develop customer service standards and reporting against these standards	Head of Performance, Improvement & Programmes	63	30/03/20	20/04/16	30/03/20

Risk Action	Responsible Officer	Progress %	Due Date	Start Date	End Date
<p>Comments: Customer Promise has been developed by the Customer Experience Steering Group consisting of services representing high transactions with the council and other key services. This has been developed in consultation with customers and Institute of Customer Service. The promise has been launched across the organisation along with the guidance. A Transition Table has been developed to clarify what a 'fully ready' state would look like in terms of delivering excellent customer service.</p> <p>Our performance against these standards gets reported in the annual Customer Insight Report. Monthly Customer Insight Dashboards are now being prepared to strengthen management information. Learning from Feedback section in the dashboard gets shared with front line staff via Customer Experience Steering Group members. Barriers to delivering good customer service - capacity issues within services, pace of modernisation including IT modernisation, pressing demands reducing focus on addressing customer queries/complaints. A business case has recently been approved by the Corporate Modernisation Delivery Board which will result in identification of Customer Experience Ambassadors to embed key learning within front line.</p>					
<p>Ensure through its communications and public relations activities that the council is concise about its ambitions and visions for the city, demonstrating at all times collaboration and openness with the city about how change will happen</p>	Head of Communications	50	31/03/19	20/04/16	31/03/19
<p>Comments: A Communications Strategy for the council 2017-2019 agreed with ELT and all political groups. The tone and content of our communications with citizens should consistently demonstrate:</p> <ol style="list-style-type: none"> 1. How the council is getting basic services right, protecting the most vulnerable people, supporting growth & regeneration that benefits everyone. 2. How the council is changing lives, enabling positive outcomes, working hard continually to make the city as a fantastic place to live, work and visit. 3. How the council listens, communicates responds and is a well-run democratic organisation 4. How the council is a well-run organisation providing high quality, value-for-money, community-led services, raise perceptions of the council as a well-run organisation. 5. Encourages engagement and involvement in the shaping and delivery of council services, including active interest and participation in local democracy and decision making. 					

Our communications principles are:

1. We will put people – primarily our residents - at the heart of our communications and recognise that it's them that drive everything we do.
2. We will involve residents and local stakeholders much more in how services are delivered; which will enhance understanding and usage of the council's services, and increase positive perceptions of the council delivering high quality and value for money services.
3. We will seek to create and embed campaigns which are more able to positively engage people in helping to shape and develop the council and make use of its services.
4. We will reflect a thorough knowledge and understanding of the city's diverse communities, showing that everyone is valued and celebrated, promoting Brighton & Hove as a place of opportunity for all in which the council, together with its partners, positively encourages and enables people to live their lives to the full.
5. We will celebrate and promote that we are a democratically run organisation, by promoting and advocating; we are a unifying organisation that uniquely has a mandate to speak on behalf of the city.

Tangible progress / achievements:

Externally focused progress:

A fortnightly resident's e-newsletter was launched in March 2017, which aims to drive traffic to the council's web content.

Audience sign-up has increased steadily from around 450 pre-launch to nearly 2,000. Development work is now ongoing to improve content and drive subscription rates and click throughs.

A social media strategy has been completed which aims to improve meaningful engagement and communication with residents.

As part of the social media strategy work we developed new graphic templates and used new video software. The impact of these will be evaluated and reported on to clients and ELT using specific measurement targets and tools.

At the start of October, we also started to tag all social media posts we send and receive from residents. This will help us show how we're using social media to support the delivery of the council's corporate plan and highlight the concerns of residents across the city.

In December the council's new digital newsroom was launched with aim of becoming a 'credible voice' in terms of being informed about the council. News stories are now written more in line with everyday language used by residents and stories are also presented in chunks, separated by headers and pictures to encourage higher reading and assimilation rates.

In the New Year the council's new digital campaign webpages will be launched and tested with three campaigns – rough sleeping and homelessness, keeping the city clean and air quality and electric vehicles.

A campaign timetable and schedule has been produced to support a new administration and senior officers to agree annually on three campaign priorities. Work to ensure a shared understanding of campaign work is also starting in the new year.

Work is nearly complete on the procurement of new consultation software enabling easier collaboration with residents. A service redesign of the Communications Team proposes a new role dedicated specifically to consultation and engagement.

The Communications Team has inputted into the digital branding of the council's new website and is leading the work on new brand and style guidelines with the aim of making the council's visually led communications more accessible.

The Communications Team is leading on equalities work to ensure the city is fully reflected; recommendations are expected in April 2019.

The Communications Team has undertaken site visits of Brighton & Hove Town Hall Customer Service Centres and recommendations for Brighton Customer Service Centre has been considered and approved by the council's Customer Services Steering Group and Corporate Modernisation Delivery Board. Improvement aim to improve the customer experience and also better utilise the service centres as communications channels.

Internally (staff focused):

Three Leadership Networks for the council's most senior 100 managers have been delivered.

Three editions of a new monthly City Environmental services newsletter has been produced, and a first look template for other services to use has been published.

18 editions out of 26 of Your City Council (staff e-bulletin) have to date been produced in 2018/19.

14 leadership Blogs have been published in 2018/19.

Over 500 Wave (staff intranet) news items have been published to date in 2018/19, co-ordination of service Wave authors to deliver service content is ongoing.

Work is ongoing to replacing the Wave (staff intranet) which is no longer fit for purpose

Two staff workshops have taken place to gather feedback on existing Wave and more are planned for autumn. Solutions used by other councils/organisations have also been researched.

Engagement has also taken place at a senior level with HR&OD and PIP on the need to replace the Wave.

New specification for replacement Wave agreed project agreed with list of organisational requirements. Core principle is access for all front line staff.

“Our People Promise” (OPP) concept successfully pitched at service, directorate and ELT level, and has Member sign off. Formally established as HR&ODs modernisation programme.

New identity and suite of graphics and user guide has been developed and issued to the organisation.

The OPP is being used across all communication channels including launched through the Chief Executive’s public blog, used in Your City Council, two Leadership Network meetings, and throughout the Wave, and embedded into key workforce activities such as the new PDP process and Behaviour Framework.

Staff induction programme has been completely redesigned and a fresh new process and “Welcome Session” has been successfully delivered.

New plan and process in place for the Big Difference Award following a trial of key concepts in the 2017 Big Difference Awards. The June/July session couldn’t take place due to staff sickness and lack of capacity within internal communications, however a bigger annual event is now planned as part of the review into a new annual award scheme.

Filming has completed for the staff recognition films. The first edit has been produced.

Finance work with partner authorities on developing lobbying arrangements to push central government to clarifying and maximising future income streams and government grants	Executive Director of Finance & Resources	100	23/02/17	20/04/16	23/02/17
---	---	-----	----------	----------	----------

Comments: The following actions form part of 'business as usual' as such this action is complete. Finance working with central government (including Department for Communities & Local Government / LGA Business Rates Steering Group) to explore direction of travel
Finance working with Orbis to influence DCLG on social care budget issue.
Finance working with SE7 partners to assess potential impact of different Business Rate Retention policy designs.
Informal direct lobbying in place through contact between officers and Whitehall.
Further work planned around operating across a Greater Brighton geography.

Oversight and delivery of the Collaboration Framework Action Plan	Head of Communities, Equalities & Third Sector	50	31/07/19	02/10/17	31/07/19
---	--	----	----------	----------	----------

Risk Action	Responsible Officer	Progress %	Due Date	Start Date	End Date
Comments: Collaboration Framework Action Plan signed off by city's Equality and Inclusion Partnership July 2018 and is a standing item at each meeting monitor progress and manages risks. A 12 month review will be completed in July 2019.					
Volunteering Policy and delivery arrangements across council services and with Community & Voluntary Sector (CVS)	Head of Communities, Equalities & Third Sector	60	30/06/19	01/06/15	30/06/19
Comments: A new cross sector volunteering action group was convened end of November 2017 - City Volunteering Partnership. This brings together the volunteer leads in the key public sector organisations with volunteer leads in the CVS to work collectively on delivering the city's Power of Volunteering pledges. The new group has met three times and identified the key strategic issues for the city on volunteering is the increasing complexity of volunteers versus the capacity available within organisations to support the volunteers as well as continuing to promote volunteering to all communities in the city. A range of actions is being developed to address. First action completed was a toolkit on the Volunteer Centres website for supporting volunteers from overseas. Groups has also analysed the data from City Tracker on demographics of those least likely to volunteer to inform any targeted work. The second year of 'working with communities and volunteers' training started in April 2018 and is progressing well with a high number of participants from wide range of services and organisations. This cross sector action learning training is being targeted at the four community hub areas and has been redesigned to maximise attendance by frontline staff: East Brighton, Mouslecoomb and Bevendean, Hangleton and Knoll, Hanover and Elm Grove. A further round of sessions will be organised for Spring 2019.					

Risk Code	Risk	Responsible Officer	Risk Category	Last Reviewed	Issue Type	Risk Treatment	Initial Rating	Revised Rating	Future Rating	Eff. of Control
SR23	Unable to develop an effective Investment Strategy for the Seafront	Executive Director Economy, Environment & Culture Assistant Director - City Development & Regeneration	BHCC Strategic Risk	21/11/18	Threat	Treat	Amber L3 x I4	Amber L3 x I3		Revised: Adequate

Causes

Link to Corporate Plan: Priority Economy, Jobs and Homes: Regenerate the Seafront

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. The deterioration of Madeira Terraces in particular have reached a critical point, requiring fencing and safety measures whilst a longer term solution is developed.

Potential Consequence(s)

The heritages structures and infrastructure along the seafront require significant investment and ongoing revenue in order to ensure suitability for modern use, and to preserve and enhance the reputation of the city and its offer.

Existing Controls

First Line of Defence: Management Controls

- 1) Seafront Investment Programme and Strategic Delivery Board have been established and are actively considering seafront redevelopment opportunities including the Black Rock and King Alfred sites
- 2) Department for Transport (DfT) funding secured for the redevelopment of the West Street / A259 Junction and Shelter Hall. Initial infrastructure work commenced late 2015
- 3) Coast Revival Funding secured to develop Madeira Drive Investment and Regeneration Plan
- 4) Heritage Lottery Funding (HLF) secured for improvements to Volks Railway
- 5) Seafront Arches and A259 infrastructure Phase 2 works completed June 2016
- 6) P&R approval to commence seafront landscaping around i360 and seafront arches. PR&G approval to enter into a conditional development agreement with Standard Life Investments for the Brighton Waterfront Project
- 7) Installation of anti-climb fencing at Madeira Terraces November-December 2015 and continued work to minimise risk from potential structural failure.

Second Line of Defence: Corporate Oversight

Investment plan to underpin the Seafront Strategy and long term viability of the seafront infrastructure. Report to Policy, Resources & Growth Committee in October 2016;
Corporate Investment Board;
Cross-party Strategic Delivery Board.

Third Line of Defence: Independent Assurance

Projects funded by Government departments are overseen by the Greater Brighton Economic Board (quarterly) and Coast to Capital LEP governance arrangements (quarterly) / and by relevant government department (according to their timetable). No funding has been withdrawn to date.
Internal Audit - Internal audit review of the Waterfront Project in 2017/18. Some independent assurance on this risk is also provided by the Greater Brighton Economic Board (quarterly) and Coast to Capital LEP.
2016/17 audits were Valley Gardens and Shelter Hall (Limited Assurance)

Risk Action	Responsible Officer	Progress %	Due Date	Start Date	End Date
Prepare a further Stage 1 bid to the HLF Fund as previous Stage 1 bid was unsuccessful.	Assistant Director - City Development & Regeneration	80	31/03/19	10/04/18	31/03/19
Comments: Exploring option of getting the arches reviewed to raise their listing status to Grade II*.					

18-Dec-2018

Risk Action	Responsible Officer	Progress %	Due Date	Start Date	End Date
The crowd funding campaign for the renewal and upgrading of the first three arches was successful, we now need to implement the project and spend the funding.	Assistant Director - City Development & Regeneration	25	31/03/19	22/12/17	31/03/19
Comments: The new project manager has started establishing themselves in post to drive this project forward. Work is ongoing to develop the project structure and get the team in place and start the process of procuring the right professional team. as a pre-cursor to mobilising on site, and to develop a presence on site early to show progress, a site office will be established before Burning of the Clocks.					

Risk Code	Risk	Responsible Officer	Risk Category	Last Reviewed	Issue Type	Risk Treatment	Initial Rating	Revised Rating	Future Rating	Eff. of Control
SR30	Not fulfilling the expectations of residents, businesses, government and the wider community that Brighton & Hove City Council will lead the city well and be stronger in an uncertain environment	Chief Executive Executive Lead Officer Strategy, Governance and Law Service Manager - Directorate Policy & Business Support Executive Director of Finance & Resources Executive Director Neighbourhoods, Communities & Housing Executive Director Economy, Environment & Culture Executive Director Families, Children & Learning	BHCC Strategic Risk	21/11/18	Threat	Treat	Amber L3 x I4	Amber L3 x I3		Revised: Adequate

Causes

Link to Corporate Plan: Priority: Economy, Jobs and Homes: Deliver better business space and affordable homes/accommodation

Fulfilling the expectations of business, government and the wider community that Brighton & Hove City Council will lead the city well and be stronger in an uncertain environment. Whilst the council has already established effective partnership arrangements to benefit the city such as Brighton & Hove Connected <http://www.bhconnected.org.uk/>, the City Management Board (CMB) find out more via <http://www.bhconnected.org.uk/content/city-management-board>; Greater Brighton Economic Board (GBEB) find out more via <https://greaterbrighton.com/about-us/introducing-the-economic-board/>) and wider city regional based leadership, if it does not 'step up to the mark' and embrace its role for Placed Based Leadership the council may be perceived as less relevant to business and wider community and others due to factors such as:

- * Brexit's significant implications for the city's internal trade profile
- * reduced council expenditure and changes to the traditional municipal model
- * increased volatility for the city, the 3rd largest city in the UK for Services Exports per job, including the impact of changed trading arrangements with Europe which currently provides 75% of current trade

Potential Consequence(s)

- * Our civic institutions are unable to provide effective leadership to the city
- * City Wealth reduces
- * Business cannot grow
- * Inequality grows
- * Fragmentation of communities
- * Fragmentation of framework for public service institutions
- * Less funding available for services
- * Lost opportunity to position the city as a positive place to attract businesses and employees who will benefit city growth
- * Reputation of council suffers as civic leadership role in the city
- * Citizens and businesses have less confidence in engaging with the council

Existing Controls

First line of defence: Management Controls

Full Council

Policy, Resources & Growth (PRG) Committee has oversight of key budget and policy decisions and all reports have a financial, legal and community impact assessments.

Health & Wellbeing Board have similar assurance functions as the PRG Committee.

City Management Board are not decision making but they are important influencers and it is an effective way of putting strategic issues on the radar of public authorities (find out more via <http://www.bhconnected.org.uk/content/city-management-board>)

Brighton & Hove Connected (link as above) a network of community & voluntary organisations and businesses in the city and works in an effective way to engage communities on issues of interest.

Royal Society of Arts, Manufacturing & Commerce ('RSA') were commissioned to work with political and managerial leadership

Corporate governance and processes to manage existing council business, eg Performance Management Framework (PMF).

Second Line of Defence: Corporate Oversight

Local Government Association (LGA) Peer Review and ad-hoc advice.

Greater Brighton Economic Board, rotating chair representing each partners oversees and makes decision on strategic issues relating to regional economic development (find out more via <https://greaterbrighton.com/about-us/introducing-the-economic-board/>)

Wider city region based leadership.)

Corporate Modernisation Delivery Board and the Executive Leadership Team (ELT) oversee the application of the PMF.

Council Leadership Board bi-weekly & Leaders' Group monthly oversight and oversight of issues of policy.

Third Line of Defence: Independent Assurance

HM Government

External Audit reviews of financial position of the city council - June 2018.

Inspectorate reports, e.g. Ofsted 2018.

Internal Audit - 2017/18 and 2018/19 No independent assurance work has been carried out on this risk.

Risk Action	Responsible Officer	Progress %	Due Date	Start Date	End Date
Deliver Integration of health & social care within the city	Executive Director Health and Adult Social Care	25	31/03/20	14/02/17	31/03/20

Risk Action	Responsible Officer	Progress %	Due Date	Start Date	End Date
Comments: Policy Resources & Growth Committee confirmed support for integration of health and social care based on the city place based geography. Agreed to start shadow period in 2018 with no specific end date. Shadow governance arrangements have been approved and the decisions are being mirrored for sign off by the CCG Governing Body, considerable integration of operational working is being delivered within both the hospital social work teams and district adult social care team (specifically east team working with CCG Cluster 6).					
Develop Orbis as part of Place Based Leadership to reduce costs and improve service resilience	Executive Director of Finance & Resources	70	31/03/19	14/02/17	31/03/19
Comments: Orbis growth strategy will develop from 3 year business plan. Final Business Plan approved by Orbis Joint Committee on 19 January. Aside from Business Operations (which already has multiple customers) the most likely sources of growth are Business Operations, Procurement and Audit - and examples already include running the Audit Service for Horsham District Council and procurement for Adur & Worthing. Chief Execs of the three Founding partners (BHCC, Surrey, East Sussex) have expressed preference for local collaborations across sectors rather than national presence. Opportunities are being pursued with government agencies who may be keen to partner with B&H Orbis.					
Develop Stronger Families agenda and other measures to reduce pressures on family life	Executive Director Families, Children & Learning	65	31/12/18	14/02/17	31/12/18

Risk Action	Responsible Officer	Progress %	Due Date	Start Date	End Date
<p>Comments: The Stronger Families Stronger Communities programme (the local Troubled Families programme) is in its sixth year of operation supporting improved outcomes for families with complex problems and delivering targeted family support to families before their issues become entrenched. We have recently successfully bid for upfront earned autonomy funding in the next phase of the troubled families programme nationally. This allows is to expand our family support work to include adult mental health provision. Improved parental capacity supports whole family resilience and helps reduce the call on specialist services above the social work threshold. The Troubled Families programme is set to end in 2020 which, alongside reductions in core funding for early help interventions, remains a risk from 2019 onwards. Current activity with partners seeks to evidence the impact of this programme and make the spend to save case for continued local funding as programme tapers.</p> <p>Children's Centres provide services for families for children under 5 including support with parenting and helping parents to access childcare and work.</p> <p>In 2017 we brought together the Multi-Agency Safeguarding Team and Early Help Hub to create the Front Door for Families– a single point of contact for families and professionals. Both social work and family support services are using the Strengthening Families model of assessment and planning to identify and address the needs of the whole family.</p> <p>The city's Whole Family Working strategy has been launched in May 2018 to encourage all services to consider families as an entity with overlapping problems that need to be addressed together.</p>					
Develop the city's physical assets, social and environmental infrastructure	Executive Director Economy, Environment & Culture	90	30/03/19	14/02/17	30/03/19

Risk Action	Responsible Officer	Progress %	Due Date	Start Date	End Date
<p>Comments: Strategic Delivery Board is overseeing the City's Investment Programme of regeneration and infrastructure projects.</p> <p>Circus Street mixed- use regeneration scheme development agreement become unconditional and full construction commenced August 2017. Construction ahead of schedule.</p> <p>Sale of King House completed October 2017. Planning permission for redevelopment into housing granted subject to s.106 November 2018.</p> <p>Preston Barracks planning permission approved by Planning Committee subject to conditions September 2017. s.106 agreed December 2017.</p> <p>Conditional Land Agreement reached unconditional January 2018. Full construction commences March 2018</p> <p>Phase 2 Seafront Arches completed and Phase 3 (Shelter Hall) in construction - September 2017</p> <p>Housing Living Wage Joint Venture business Plan approved by PRG Committee - October 2017. Joint Venture legal documents agreed December 2017.</p> <p>Planning applications for first sites to be submitted December 2018.</p> <p>Road infrastructure works ongoing (North Street and Elm Grove/A259 junction) -completed December 2017</p> <p>Cross Party Asset Management Board established - September 2017</p> <p>Valley Gardens Phase 1 and 2 construction commenced October 2018.</p>					
<p>Next Steps:</p> <ul style="list-style-type: none"> - Agreement of Conditional Land Acquisition Agreement for Brighton Waterfront Project - December 2018 - PRG Committee to consider development agreement for King Alfred redevelopment - December 2018 - Major projects and investment programme update reported to Strategic Delivery Board and Tourism, Development & Culture Committee - Ongoing 					
<p>Improve community cohesion and leadership profile with communities, incl the introduction of community hubs & neighbourhood governance.</p>	<p>Executive Director Neighbourhoods, Communities & Housing</p>	<p>80</p>	<p>31/12/18</p>	<p>14/02/17</p>	<p>31/12/18</p>

Risk Action	Responsible Officer	Progress %	Due Date	Start Date	End Date
<p>Comments: Links to NCH Directorate Objective 5 Improve community well-being & resilience. Directorate Plan Action 5.9 Increase social capital within communities of identity and place and collaborate working between communities and the council through training and development for staff on working with volunteers and communities, and supporting the delivery of neighbourhood hubs.</p> <p>Progress update - Neighbourhood Action plans (NAPs) have been created for all four areas identified. - working with staff and the community to deliver the outcomes from the NAPs</p>					
Lead Strategy, Governance & Law services to give stronger effect to formulate public policy to increase socialisation within the city	Executive Lead Officer Strategy, Governance and Law	50	30/09/19	14/02/17	30/09/19
<p>Comments: Work in progress with key partners across the city from all sectors to develop a City Vision for 2030. This is nearly completed and the City Council's Corporate Strategy will commence starting March 2019 with a view to adoption of the Corporate Strategy in Autumn 2019. Directorate Plans will be developed to clarify plans for delivery against which progress will be monitored as part of the Performance Management Framework. Corporate Policy Network will review coordination of a number of strategies across the organisation and links with partner agencies to ensure alignment. City Management Board in place coordinated by the Policy, Partnership & Scrutiny (PPS) team. There are a number of partnerships such as transport reporting to the City Management Board and PPS are developing a policy framework across all directorates.</p> <p>City Vision 2030 is almost complete. A number of events/session taken place. On schedule to finalise work by November 2018.</p>					
Partnership work with schools to deliver education which enables young people & meets requirements of local economy	Executive Director Families, Children & Learning	25	30/09/19	14/02/17	30/09/19

Risk Action	Responsible Officer	Progress %	Due Date	Start Date	End Date
<p>Comments: IAG partnership group (Information Advice and Guidance Group) meets half termly, has representatives from every secondary school and college, and training providers and representatives from employer organisations, supporting schools and young people to pathways to employment and training. Includes Enterprise Adviser Network, Sussex Learning Network, National Careers Service and all independent careers advisers in the city. New independent providers are also encouraged to attend this group, to raise awareness of their provision. Once a year, all local training providers present to this group, for their next year's offer.</p> <p>16-19 Curriculum and standards group meets half termly, and is made up of all schools with 6th forms and colleges and university representation- vice principals or heads of 6th form. Has regular engagement with the Coast 2 Capital LEP, employers, and supports progression to employment.</p> <p>11-16 Curriculum Deputies partnership group, focused on standards and curriculum.</p> <p>Secondary and Continuing Education Partnership which now meets twice a year and is made up of secondary schools leaders, 6th form and FE college and universities. Considers wide range of topics and skills and IAG have featured strongly, providing pathways through secondary, FE and HE.</p> <p>Brighton & Hove Education Partnership chaired by Pinaki Ghoshal, and made up of representatives from all schools' phases and universities and 6th form colleges- developing and supporting positive education pathways and improving standards.</p>					
Programme to enhance the council's role to support the city economy and promote business	Executive Director Economy, Environment & Culture	74	31/03/19	14/02/17	31/03/19

Risk Action	Responsible Officer	Progress %	Due Date	Start Date	End Date
<p>Comments: Corporate Modernisation 'Supporting Business' programme established. The Supporting Business Modernisation programme has the following workstreams:</p> <ul style="list-style-type: none"> - Developing the business case for the refurbishment of Brighton Town Hall along the 'City Hall for Business Model'. - Improving the delivery of joined up transactional council services to businesses through Digital First - Establishing a pool of Business Ambassadors who can support the city with business leadership to develop the city's Inward Investment, Trade & Export Strategy - Redesigning the City Council's Economic Development and International functions to align them to the changing needs of the city economy., - Business case for Brighton Town Hall refurbishment considered by Corporate Modernisation Board - December2017 - Digital First discovery work and business process review - Q3 2017/18. - Greater Brighton Trade, Export and Investment Strategy agreed by Greater Brighton Economic Board July2018 <p>Next Steps</p> <ul style="list-style-type: none"> - Design review for Brighton Town Hall project Jan-Feb2018 - Business Survey Spring 2019 - Economic Strategy considered by Full Council for approval - December 2019 - Appointment of Business Ambassadors Spring 2019. 					
Respond to LGA peer review and develop 2030 Vision to inform city leadership into May 2019 election	Executive Lead Officer Strategy, Governance and Law	70	30/09/19	02/03/18	30/09/19
<p>Comments: Work with key partners across the city from all sectors to develop a City Vision for 2030. 12 events have been completed and delivered, findings and conclusions are publicly available in a 2030 Vision online repository, which is accessible through the website http://www.bhconnected.org.uk/content/2030-vision. Brighton and Hove Connected agreed to continuation of ad hoc 2030 Vision events and partnership work as opportunities arise, and the online resource will be kept updated. Conclusions and findings will inform development of the City Council's Corporate Strategy with a view to adoption in Autumn 2019. Work with city partners to develop a new community strategy will take place within Brighton and Hove Connected, led by a steering group comprising of the chief executive, elected members and representatives of member organisations. The city tracker survey provides opinions of residents on the city, including satisfaction with council services, and leads to targeted improvement actions. There is continued work with city partners through Brighton and Hove Connected and the City Management Board. LGA Peer Review key deliverables agreed informs the development of the City Vision as it completes.</p>					