

# Brighton & Hove City Council

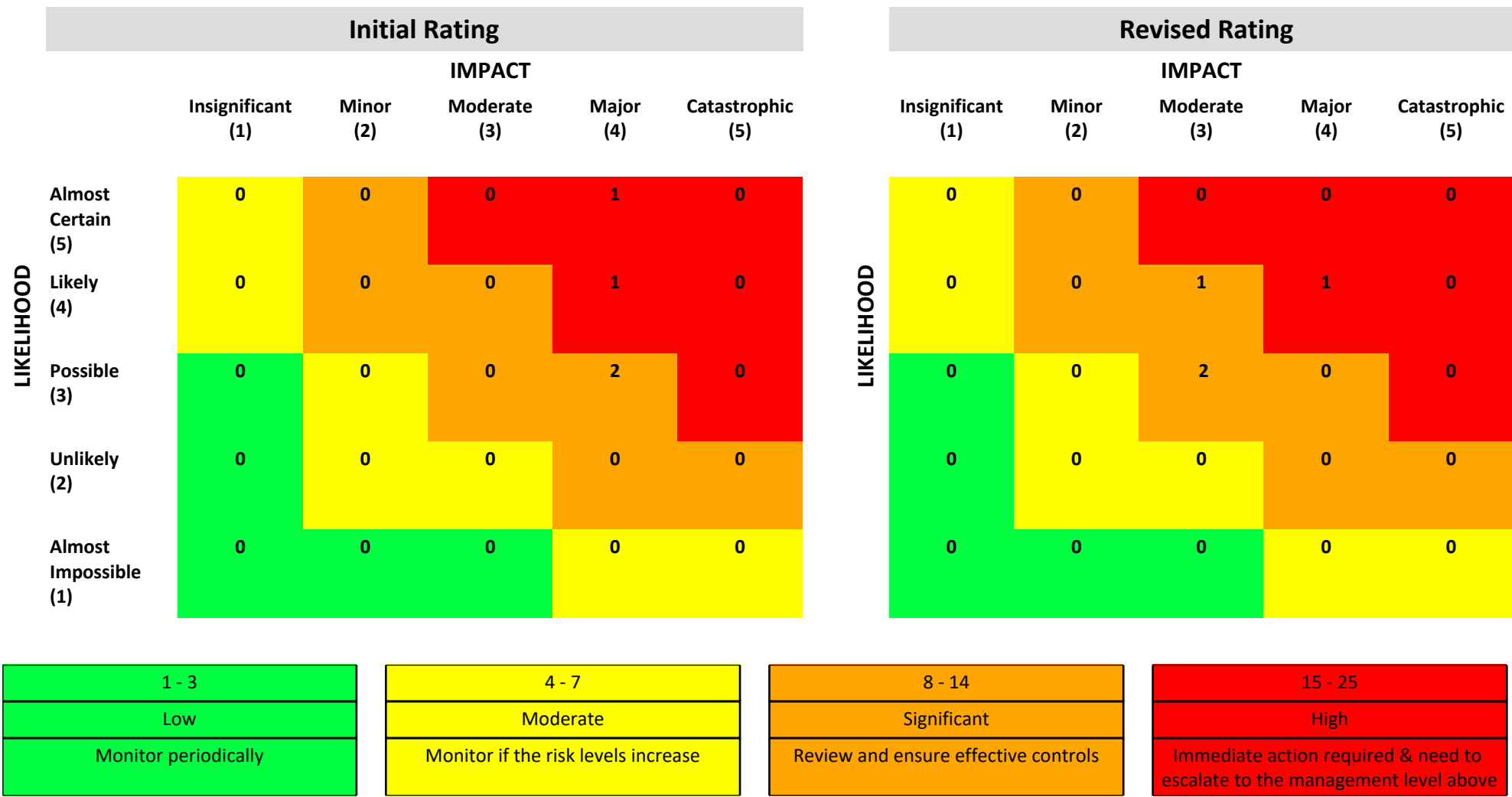
Appendix 1 Strategic Risk Focus Report:

SR35; SR36; SR23; and SR30.

All

*Print Date: 19-Dec-2019*

**19-Dec-2019**



## Risk Details

Risk Code	Risk	Responsible Officer	Risk Category	Last Reviewed	Issue Type	Risk Treatment	Initial Rating	Revised Rating	Future Rating	Eff. of Control
SR35	Unable to manage serious risks and opportunities resulting from the impact of Brexit on the local and regional society and economy.	Executive Lead Officer Strategy, Governance and Law Brexit Coordinator	BHCC Strategic Risk	20/11/19	Threat	Treat	<div style="background-color: red; color: white; text-align: center; padding: 5px;">Red</div> L4 x I4	<div style="background-color: orange; color: black; text-align: center; padding: 5px;">Amber</div> L4 x I3		Revised: Uncertain

### Causes

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

The timescale and final details of the Brexit implementation is uncertain and has potential impacts on:

1. Existing rights and regulations applying to EU citizens residing in the UK pre- Brexit
2. The ability of partners in the health & social care sector to engage and retain staff
3. Local projects unable to secure future EU funding after Brexit
4. Travel and hospitality businesses' ability to recruit or employ foreign nationals
5. Pool of workers reducing (B&H has a larger pool of European residents)
6. Travel in and out of Greater Brighton due to changed border controls

### Potential Consequence(s)

1. Fragmented communities leading to civil unrest
2. Increased demand for advice services for EU residents, citizens & businesses
3. Reduced city wealth
4. Reduction in workforce, skills and capacity affecting health and social care in the city
5. Disruption to supply chains - food, fuel, medical supplies and other key components of city infrastructure
6. Less able to manage local environmental impacts e.g. waste disposal
7. Less certainty around export/import regulations
8. Impact on food safety regulations and standards inc. Export Health Certificates

### Existing Controls

## First Line of Defence – Management Actions

### First Line of Defence - Management Actions

1. Officer Brexit Resilience & Planning Group (BRPG) chaired by ELO SGL to monitor developments and co-ordinate proposals for corporate response. Core Group meeting schedule kept under review and informed by national planning assumptions & SitRep reports going to ELT and all Members and discussed at DMTs.
2. Key areas of potential impact highlighted in SitRep and monitored by BRPG with necessary mitigating activity clearly outlined. Summary provided through Readiness Report available on council website (<https://new.brighton-hove.gov.uk/sites/default/files/news/brexit/brexit-readiness-report-october-2019.pdf>)
3. Brexit Member Working Group providing Member oversight of the potential impacts of Brexit on Brighton & Hove and coordinating relations with city stakeholders and communities where potential impact has been identified by the Brexit Resilience & Planning Group.
4. City Management Board (CMB) city resilience planning as part of their city leadership role.
5. Established contact on potential Brexit impacts with our waste contractor Veolia, inc. on post-Brexit and future waste disposal arrangements including reselling of recycled materials
6. Communications are open within council and with city partners to escalate, disseminate and develop solutions to emerging issues through the Brexit Coordinator and the BHCC Communications Team.
7. BHCC Corporate Procurement Team aware of new UK portal for issuing OJEU notices and other matters.
8. BHCC monitoring developments on employment rules and laws.
9. BHCC leading on the Sussex wide supply chain and logistics cell/workstream on behalf of the Sussex Resilience Forum.
10. FCL and HASC monitoring potential impacts on service delivery e.g HM Govt's mutual recognition of social work qualification in relation to service delivery and immigration issues for workforce and service users.

## Second Line of Defence – Corporate Oversight

1. ELT role as strategic lead for Brexit response through monthly overview of BRPG actions.
2. BHCC is part of the Sussex Resilience Forum (SRF). The SRF is working with colleagues both regionally and nationally to review contingency plans and ensure the county is prepared for possible Brexit impacts.
3. BHCC Director of Public Health is the co-Chair of the Local Health Resilience Partnership and attends meetings and NHS preparedness exercises.

## Third Line of Defence – Independent Assurance

BHCC completes a range of HM Government surveys and returns. At this stage there is no view communicated by HM Government on BHCC actions but post-Brexit assessment from Home Office of BHCC actions may occur.

Reason for Uncertain rating in Effectiveness of Controls - there is still uncertainty and the risk actions are in development.

Risk Action	Responsible Officer	Progress %	Due Date	Start Date	End Date
All council services to ensure that Business Continuity Plans consider potential impacts on contracts and supply chain issues related to a Brexit 'no deal' scenario.	Environmental Health Manager	50	31/01/20	06/02/19	31/01/20
<b>Comments:</b> NCH Emergency Planning and Resilience (EPR) team are part of BRPG. ELT to ensure all their BC arrangements are considered in line with SitRep report. Senior officers risk and resilience training part 1 has been delivered. BCPs reviewed in the context of Brexit.					
All directorates to ensure providers messaged to request reviewing of Business Continuity Plans in relation to a 'no deal' Brexit scenario.	Executive Lead Officer Strategy, Governance and Law	60	31/01/20	25/09/19	31/01/20
<b>Comments:</b> Audit trail of messaging to providers requested by PPS for corporate coordination to provide evidence and offer guidance to assist those with any issues. Further assistance required from Procurement to ensure effective coverage across all council services.					
Awareness raising of EU Settlement Scheme (EUSS) and available support across the city for residents, businesses and partners.	Head of Communications	30	31/01/20	06/02/19	31/01/20
<b>Comments:</b> Communications activity currently being planned for delivery post General Election 2019. Including key messages for residents and businesses about how they can prepare for Brexit. Free ID document checking service being provided through Brighton Town Hall Registrars Office.					
BHCC to maintain ongoing liaison with Shoreham Port through SRF planning arrangements.	Environmental Health Manager	60	31/01/20	06/02/19	31/01/20

Risk Action	Responsible Officer	Progress %	Due Date	Start Date	End Date
<b>Comments:</b> EEC & NCH responsibility being covered by 2 officers, the AD City Transport and the Regulatory Services Manager. Shoreham Port risk assessment moved to Green Oct 2019. Ongoing engagement and monitoring continues.					
Brexit Resilience & Planning Group (BRPG) to make recommendations for ELT agreement for the prioritisation of Govt funding related to Brexit impact mitigation activities including specific communications needs and staffing resources.	Head of Policy, Partnerships & Scrutiny	75	31/01/20	06/02/19	31/01/20
<b>Comments:</b> Brexit Coordinator appointed Sept 2019 (part of PPS team) Brexit Communications Officer appointed Nov 2019 (part of Communications team) 4 x EU Settlement Scheme (EUSS) scanning devices purchased. In use at Brighton Town Hall as part of free ID checking service for the EUSS scheme for residents. Emergency Planning College/Cabinet Office risk & resilience training for senior officers - 2 sessions delivered - follow up session scheduled for Jan 2020. Communications plans in development for post General Election period.					
Cross-party Member Working Group maintaining oversight of the potential impacts of Brexit on Brighton & Hove and co-ordinate relations with city stakeholders and communities where potential impact has been identified by the Brexit Resilience & Planning Group.	Executive Lead Officer Strategy, Governance and Law	65	31/01/20	25/04/19	31/01/20
<b>Comments:</b> Scheduling of meetings influenced by national planning assumptions. Previously taking place fortnightly and will be reviewed after 2019 General Election. Group provides direction to the BRPG through agreement of actions and financial sign-off.					
Fortnightly SitRep monitoring report compiled by BRPG on potential impacts and related activity to mitigate.	Brexit Coordinator	80	31/01/20	06/02/19	31/01/20

Risk Action	Responsible Officer	Progress %	Due Date	Start Date	End Date
<b>Comments:</b> Brexit Coordinator collating and sharing fortnightly report - Frequency is reviewed reviewed depending on national planning assumptions					
Health & Social Care services provide contact point for providers if they have Brexit issues related to following the CQC guidance provided to providers.	Head of Adult Social Care Commissioning	60	31/01/20	25/09/19	31/01/20
<b>Comments:</b> Emails sent to all providers outlining areas of potential impact for them to consider in their Business Continuity Plans and signposting to additional Gov.uk guidance and support.					

Risk Code	Risk	Responsible Officer	Risk Category	Last Reviewed	Issue Type	Risk Treatment	Initial Rating	Revised Rating	Future Rating	Eff. of Control
SR36	<b>Not taking all actions required to address climate and ecological change, and making our city carbon neutral by 2030</b>	Executive Director Economy, Environment & Culture Business Development Manager - Transport International & Sustainability Programme Manager	BHCC Strategic Risk	20/11/19	Threat	Treat	<div>Red</div> <div>L5 x I4</div>	<div>Red</div> <div>L4 x I4</div>		Revised: Uncertain

#### Causes

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

The climate is warming and studies recommend that actions must be taken to keep global warming to under 1.5 degrees to avoid negative catastrophic impacts on bio-diversity and the ecology of the planet.

#### Potential Consequence(s)

If this is not addressed it could cause:

Sea-level rise

Water shortage

Crop failure and food insecurity

Increased extreme weather events

Extinction of species

Ocean acidification

Impact on public health

#### Existing Controls



#### First Line of Defence - Management Actions

1. Brighton & Hove is part of the UNESCO bio-sphere designated area with bio-diversity plan overseen by the bio-sphere board
  2. BHCC the Brighton & Hove Economic Partnership and the Chamber of Commerce have agreed an economic strategy which includes creating a sustainable city and moving towards a circular economy as a core objective
  3. BHCC owns 12,000 acres of downland and agricultural farmland surrounding the city and works in partnership with Southern Water and the South Downs National Park Authority on initiatives to protect the chalk aquifer and city water supply
- BHCC and the Transport Partnership work together to deliver sustainable transport policies through the delivery of the Local Transport Plan (LTP)
- Flood and Coastal Erosion risk management - Brighton Marina to River Adur coastal protection scheme undertaken in partnership with the Environment Agency (EA), BHCC, Adur District Council, Shoreham Port Authority.

#### Second Line of Defence - Corporate Oversight

1. BHCC's Environment, Transport & Sustainability (ETS) Committee is responsible for the council's functions in relation to coastal protection and flood defence; sustainability; parks; open spaces; sustainable transport; highways management and environmental health
2. Bio-sphere board oversees delivery of bio diversity plan
3. BHCC's Policy & Resources (PR) Committee to review the Climate Change Commission
4. Air quality Programme Board
5. Greater Brighton Economic Board's Infrastructure Panel has oversight of Energy and water plans.

#### Third Line of Defence - Independent Assurance

Environment Agency in respect of flood

Reason for Uncertainty in Effectiveness of Controls - The EEC Directorate Plan has actions specified but there will also be new actions added as the Climate Change agenda issues are determined by the new council post May 2019 election.

Risk Action	Responsible Officer	Progress %	Due Date	Start Date	End Date
Create a new Climate change fund	Assistant Director - City Development & Regeneration	50	31/03/20	24/06/19	31/03/20
<b>Comments:</b> First call for SCRIF funding has gone out, bids due in on 18/10/19. Members Oversight Group in the diary for early November to review the bids.					
Develop a local cycling and walking infrastructure plan	Assistant Director City Transport	20	31/12/20	21/05/19	31/12/20

Risk Action	Responsible Officer	Progress %	Due Date	Start Date	End Date
<b>Comments:</b> Further to the approval of the Task & Finish Group terms of reference at ETS Committee on 9th October 19, the first meeting of the group has now taken place, at which a revised summary programme was agreed, which will see delivery of LCWIP by the end of 2020. Four suppliers (with LCWIP development experience) will shortly be invited to bid for the provision of technical support to the council. An update will be provided to ETS Committee on 17th March 2020, to include the revised Scoping Report (setting out the programme, governance, engagement activities and key stakeholder groups).					
Develop a new sustainable transport strategy (LTP5) for the city	Assistant Director City Transport	20	31/03/21	21/05/19	31/03/21
<b>Comments:</b> A revised programme has been developed to incorporate a visioning stage (now largely complete) and two rounds of public consultation of up to 10 weeks each) as recommended by Communications. LTP5 is now forecast to be delivered by March 2021. During the autumn a programme board has been established, and initial engagement workshops have been undertaken with ETS Committee councillors and officers in City Transport and across all council services. The first round of public consultation scheduled to take place from late January to April has been delayed, awaiting clarification on how this can best be aligned or incorporated with the 2030 Carbon Neutral Programme including the establishment of a City Assembly.					
Develop a route map towards a Circular Economy	Assistant Director - City Development & Regeneration	25	31/03/20	21/05/19	31/03/20
<b>Comments:</b> Initial events on Built Environment and Visitor Economy held in June/July 2019. Accelerator events now happening with specific team, digging further into the detail. Soenecs commissioned to write strategy based on outcome of events.					
Develop a whole Downland Estate plan by March 2020	Assistant Director - Property & Design	48	31/03/20	21/05/19	31/03/20

Risk Action	Responsible Officer	Progress %	Due Date	Start Date	End Date
<b>Comments:</b> Presentation to EEC Modernisation Board and further detailed presentation to Ex Dir from Savills regarding strategy, aims and process Workshops with stakeholders are currently taking place to inform the audit of assets and natural capital themes. Rural portfolio presentation to Asset Member Board in October to include progress on the City Downland Estate Plan.					
Establish a 2030 Carbon Neutral City Programme to report to P&R Committee (involves work between the ED EEC; the Executive Lead Officer, SGL; and Head of Policy, Partnerships & Scrutiny)	Executive Director Economy, Environment & Culture	35	31/03/20	21/05/19	31/03/20
<b>Comments:</b> <ul style="list-style-type: none"> <li>• Draft 2030 Carbon Neutral Programme Initiation Document to be considered by P&amp;R committee in December 2019</li> <li>• Cross-party 2030 Carbon Neutral Programme Board to be established with terms of reference agreed by P&amp;R Committee, December 2019.</li> <li>• Draft specification for the tendering for support to establish and deliver as deliberative engagement (Citizens Assembly) process to be agreed by December P&amp;R Committee</li> <li>• Review of current initiatives that currently tackle climate change developed, November 2019</li> <li>• Governance structure for officer steering group and project team established, October 2019</li> <li>• Collation of outline the baseline data and measuring tool, October 2019</li> </ul>					
Establish a 2030 Carbon Neutral Programme and governance framework	Head of Policy, Partnerships & Scrutiny	10	30/05/20	10/10/19	30/05/20
<b>Comments:</b> Draft Programme Initiation Document considered by Member steering group 09 Oct 19					

Risk Action	Responsible Officer	Progress %	Due Date	Start Date	End Date
Improve rates of recycling and re-use and develop business case for food waste collection	Assistant Director - City Environmental Management	45	31/10/20	21/05/19	31/10/20
<p><b>Comments:</b> The percentage of household waste sent for reuse, recycling and composting increased from 28.70% in 2017/18 to 28.90% in 2018/19.</p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>• improving the content on the website</li> <li>• improving the quality and frequency of recycling communication sent to residents; this started over the summer and will pick up again over Christmas; (different communications are being prepared for different stakeholders)</li> <li>• articles have been published in student magazines and flyers prepared for handing out to language schools and universities on what can and cannot be recycled.</li> <li>• rollout of on-the-go recycling litter bins has commenced, starting between Meeting House Café and Palace Pier as this area has the highest footfall.</li> <li>• residents on the garden waste waiting list are gradually being invited to join the service where capacity on existing rounds allows. Work continues on the viability of a third round as it is unlikely that there is sufficient capacity within the existing rounds to invite all of those on the waiting list to join the service.</li> <li>• rollout of recycling wheelie bins continues following completion of the wheelie bin audit</li> <li>• Members have agreed, in principle, design principles for a new communal bin system and associated fleet to improve the efficiency and reliability of the service. This will include different bin colours for different types of waste, improved signage and sufficient capacity in neighbourhoods across the city</li> <li>• working with Veolia to ensure all leaves collected during the autumn are sent for composting</li> <li>• working with Sussex University and their volunteer student ambassadors who door knock and talk to students about how to live responsibly in the city. they are keen to include our messaging to ensure it is consistent with what Cityclean is doing</li> <li>• looking to bring an options paper to Environment, Transport &amp; Sustainability Committee in 2020/21 regarding a food waste collection service.</li> <li>• exploring options with B&amp;H Food Partnership on how to extend the community composting scheme further.</li> </ul>					
Review Biosphere Management plan	Assistant Director - City Development & Regeneration	25	31/03/20	21/05/19	31/03/20

Risk Action	Responsible Officer	Progress %	Due Date	Start Date	End Date
<b>Comments:</b> New Biosphere Programme Manager has started to review the existing management plan. The Biosphere Board held a workshop on principles and alignment with UN sustainable development goals at the last meeting.					
Review procurement of fleet to deliver lower emissions & improve air quality	Assistant Director - City Environmental Management	25	31/10/19	21/05/19	31/10/19
<b>Comments:</b> Approval has been obtained for spending of c.£1million on immediate fleet replacement needs. £300k of this has been allocated, and directors will be asked to authorise spending on the remainder as soon as the exact vehicles required have been identified. An options appraisal and business case will be presented to PRG in October 19 setting out a preferred strategy for re-establishing a sustainable fleet replacement strategy for the long term. Corporate Finance are supporting the financial modelling for this work. The guiding principles will be 1) that the vehicles purchased will support a sustainable and reliable delivery of the service, 2) that progress will be made towards reducing carbon footprint where this can be achieved efficiently. It is expected that the options appraisal will show that a mix of new and second hand vehicles will be the most cost-effective way to meet our requirements in the medium and long term. A project is underway to hire and test electric vehicles to inform and de-risk our preferred option.					
Roll out a network of electric vehicle charging points (EVCP) - Directorate Plan ref. 1.1.5	Assistant Director City Transport	60	31/03/20	21/05/19	31/03/20
<b>Comments:</b> The council is in the process of installing the lamp post chargers as well as finalising arrangements for the existing 'fast' network for charging a fee for the renewable electricity used. Contract has been awarded and on track for installation by the end of January 2020. In November 2018 the council submitted a successful bid for £468k of OLEV (Office of Low Emission Vehicles) funding for 4 rapid charger hubs for taxis. The aim, subject to approval is for the taxi rapid hubs to be installed by April 2020. The public charging network will be powered by 100% renewable energy. On the 12th December 2019 we were informed by the EU grant management service that we have been successful in a bid to demonstrate a portable EV solution for events and an innovative booking system for EV mandatory bays. The funding allocated to BHCC is for 198,602.50 Euros					

## Risk Details

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 and deliver an effective Regeneration and Investment Strategy for the Seafront and ensure effective maintenance of the seafront infrastructure	Executive Director Economy, Environment & Culture Business Development Manager - Transport	BHCC Strategic Risk	20/11/19	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 life and, in many ways, is a victim of its own success and affected by the changing patterns and increased demands of usage. Resourcing required to deliver a solution is not readily available and impacts on timing of delivery of any projects. There several ambitious capital, regeneration and investment projects along seafront in various stages of planning development, including the Waterfront project, Shelter Hall, the King Alfred. The deterioration of Madeira Terraces in particular have reached a critical point, requiring fencing and safety measures until a longer term funding is developed which is expected to cost £24 million. The council is proactive in bidding for Heritage Lottery Funds (HLF) but as at 3 January 2019 two bids have been unsuccessful. The City Council is the coast protection authority and is required to deliver coastal strategy studies, coastal protection, and flood defences in partnership with DEFRA and the Environment Agency. Management of climate events, long shore drift and the impact of climate change requires management and re-profiling of the shingle beaches, groynes and sea walls.

### Potential Consequence(s)

Without adequate investment the seafront will decline in popularity and impact on the visitor economy and the city and regional economy with potential to affect:

1. the heritages structures and infrastructure along the seafront which require significant investment and ongoing revenue in order to ensure suitability for modern use
2. preservation of the reputation of the city and enhancing its offer and protecting the visitor economy
3. the A259 highway and associated structures, such as the seafront arches and sewage infrastructure which could have an impact upon our transport systems and economy, and effect sewage and foul water management in the city centre
5. management of the impact of climate events and long shore drift upon the city's beaches which would lead to reduction in amenity space impact upon the visitor economy and profitability of small businesses
6. provision of adequate sea protection measures which could lead to coastal flooding impacting upon residents, businesses and visitors.

#### Existing Controls

#### First Line of Defence: Management Controls

- 1) Strategic Delivery Board has been established and is actively considering seafront redevelopment opportunities including the Black Rock and King Alfred sites. Project managers provide a monthly report of all projects to the Strategic Delivery Board.
- 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) Annual special inspection report on the condition of Madeira Terraces undertaken by Structural Engineering consultants.
- 4) PR&G (Policy, Resources & Growth) committee approval in December 2018 to enter into a conditional land acquisition agreement with Aberdeen Standard Investments for the Brighton Waterfront Project.
- 5) Late 2017 the Save Madeira Terrace crowd funding campaign raised £460K to restore the first three arches and the project is commencing.
- 6) PR&G in January 2019 considered a development agreement for the King Alfred site.
- 7) Physical (weekly and monthly) Inspections of 12km of Coastline and Sea Defences undertaken by Coast Protection Engineer.
8. Seafront Structures supporting the A259 are routinely maintained and restored utilising funding via the Council's LTP annual capital programme.

#### Second Line of Defence: Corporate Oversight

1. Quarterly monitoring of strategic management of the council's investment in the seafront through the Greater Brighton Economic Board and the Member led Strategic Delivery Board, underpinned by the Officer led Corporate Investment Board (capital) and Modernisation Board (revenue).
2. Member oversight by Regional Flood & Coastal Defence Committee, facilitated and Chaired by Environment Agency.
3. Coast Protection solutions and projects delivery by service lead officer.

#### Third Line of Defence: Independent Assurance

1. 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.
  2. DfT, C2C LEP and TfSE funded schemes will be scrutinised by their respective regional officers
  3. Internal Audit - Internal audit review of Seafront Investment Strategy (Strategic Risk 23) Reasonable Assurance - December 2018. Internal Audit work on 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)
4. Coast Defence includes oversight of B&H's Coastal Defence Strategy and agreement of Business Cases by Environment Agency and DEFRA.



Risk Action	Responsible Officer	Progress %	Due Date	Start Date	End Date
Bring forward key development sites that form the City Regeneration Programme: - Waterfront project - King Alfred	Assistant Director - City Development & Regeneration	10	31/03/20	01/04/19	31/03/20
<b>Comments:</b> - Waterfront: ASI looking at central site viability, and considering how the sites relate to each other. May require a standstill agreement to the CLAA while this issue is addressed. Package of enabling works being pursued on Eastern site to secure LEP funding. - King Alfred Housing - Project has been closed down due to Crest withdrawing. Options being looked at, but likely to result in project being delayed for a number of years.					
Deliver a phased programme of works to manage and improve highways and structures related to the seafront	Assistant Director City Transport	65	31/03/21	01/08/16	31/03/21
<b>Comments:</b> Delivery of the programme of improvement works for highway and coastal protection structures along the seafront is implemented utilising the results of the annual inspection programme undertaken by the council's transport projects and civil engineering team. The improvement works programme is funded utilising the City Council's Local Transport Programme (LTP) and external party funding such as DfT and section 106/278 funding. To date, a significant bid for £20M has been submitted to the DfT to fund improvement works to the seafront arches supporting the A259, as the route has been newly designated a Major Roads Network by the Transport for the South East. The outline business case for the improvement of the City's coastal protection assets has also been submitted to the Environment Agency, which will provide new and improved coastal protection. An update on this funding will be provided in the first quarter of 2020.					
Document EEC's statutory responsibilities for coastal protection and highways management for use by Members	Assistant Director City Transport	90	31/10/19	08/04/19	31/10/19
<b>Comments:</b> A short briefing note for Members on Coast Protection and Flooding was drafted including the Highways Management responsibilities.					

Risk Action	Responsible Officer	Progress %	Due Date	Start Date	End Date
<p>Flood and Coastal Erosion risk management - complete the feasibility and detailed design work prior to implement the Brighton Marina to River Adur coastal protection scheme undertaken in partnership with the Environment Agency (EA), BHCC, Adur District Council, Shoreham Port Authority. The scheme proposes new and improved groynes, seawall and beach profile management, to improve coastal protection for the seafront arches, promenade, A259, southern storm water sewer, city main foul and storm water sewer</p> <p><b>Comments:</b> Initial feedback and approval from the EA for the outline business case has been given, subject to further clarification on procurement strategy, programming and the partnership funding agreement. An update and approval from Policy &amp; Resources Committee will be sought in first quarter of 2020, subject to any further revisions from the EA and scheme partners.</p>	Assistant Director City Transport	50	28/02/22	01/04/18	28/02/22
<p>Implement high priority actions from the structural engineering report</p> <p><b>Comments:</b> Implementation of higher priority works have been done. The next phase of works relate to propping and the proposals are in planning, Listed Building consent at the moment. Annual report is available and prioritisation funding for the annual planned maintenance works 19-20 has been to be agreed. This will provide information about any that are not being implemented due to financial restrictions or practically due to construction details.</p>	Assistant Director - Property & Design	75	31/03/20	03/01/19	31/03/20
<p>Subject to partnership matchfunding carry out work within 5 years, linking to Council medium term financial strategy</p>	Assistant Director City Transport	20	01/01/25	01/05/19	01/01/25

Risk Action	Responsible Officer	Progress %	Due Date	Start Date	End Date
<p><b>Comments:</b> The council has submitted a funding bid of £20M to Department of Transport as part of the new designation for the A259 in the city as 'Major Route Network', this is being facilitated and prioritised by Transport for The South East (TfSE). In July 2019 we submitted our bid to TfSE for onward submission to DfT. The schemes would begin, if successful, within the financial year 2020/21 for approx. 5 years duration.</p>					
<p>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.</p>	<p>Assistant Director - City Development &amp; Regeneration</p>	<p>20</p>	<p>31/03/20</p>	<p>22/12/17</p>	<p>31/03/20</p>
<p><b>Comments:</b> Funding agreed to progress design work to get the project started. This will look at first 30 arches, but delivery will be of between three and thirty arches.</p>					
<p>Procurement of design team has started, complex process taking 6 to 9 months.</p>					
<p>Advisory Group has been formed and has met twice.</p>					

## Risk Details

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	BHCC Strategic Risk	20/11/19	Threat	Treat	<div style="background-color: #ffc107; padding: 2px; text-align: center;">Amber</div> L3 x I4	<div style="background-color: #ffc107; padding: 2px; text-align: center;">Amber</div> 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

1. Full Council
2. Policy & Resources (PR) Committee has oversight of key budget and policy decisions and all reports have a financial, legal and community impact assessments.
3. Health & Wellbeing Board have similar assurance functions as the PR Committee.
4. 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>)
5. Audit & Standards Committee have a role to monitor the effectiveness of risk management and internal control
6. 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.
7. Royal Society of Arts, Manufacturing & Commerce ('RSA') were commissioned to work with political and managerial leadership
8. Corporate governance and processes to manage existing council business, eg Performance Management Framework (PMF).

#### Second Line of Defence: Corporate Oversight

1. Local Government Association (LGA) Peer Review and ad-hoc advice.
2. Two Independent Persons on the Audit & Standards Committee.
3. 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).
4. Corporate Modernisation Delivery Board and the Executive Leadership Team (ELT) oversee the application of the Performance Management Framework (PMF).
5. Policy Chairs Board oversight of issues of policy.

#### Third Line of Defence: Independent Assurance

1. HM Government
2. External Audit reviews of financial position of the city council - June 2018.
3. Inspectorate reports e.g. Ofsted 2018 - Children's Services - Good Judgement
4. 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
Communicate the council's activity to enable the city's strong prospects as healthy place to live, work and do business, able to withstand challenges and grasp future opportunities	Head of Communications	50	31/03/20	10/01/19	31/03/20

Risk Action	Responsible Officer	Progress %	Due Date	Start Date	End Date
<b>Comments:</b> This is a significant time for this risk.					
Work is taking place:					
<ul style="list-style-type: none"> <li>• with the new administration and Executive Leadership Team on a meaningful new Corporate Strategy which will need to convey that the council has a clear corporate narrative and which is clear on tangible deliverables for the city.</li> <li>• with the new administration and Executive Leadership Team to finalise the definition of, planning schedule, agreement and sign off processes on annual corporate campaign.</li> </ul>					
Once this work is completed the Communications Team will run a series of year-long holistic communications and PR campaigns and activities with specific objectives and audiences, clear and consistent messaging and means of evaluation.					
An important piece of work the Communications Team is working closely with IT&D on is the 'switch off' the council's old website with more user focused content and structure on the new website. A key piece of work will be draft a Website Strategy 2020-21 and get this signed off in order to continue the development and resourcing of the website post April 2020.					
Run a resident media / information survey to better understand not only how our residents consume information, but also how they would like to, especially targeting traditionally hard to reach audiences, older people, religious communities, rough sleepers, new arrivals to the city, young people.					
A holistic performance tracking system across all digital and social media channels is being designed to monitor and evaluate engagement with news and information on the council's online Newsroom and social media channels to be developed.					
Work is also continuing in partnership with IT&D on the phase 2 business case for CMDB on final options recommendations, and commence design and built of staff and cllr internal communications platform.					
Work has started on the 2019-20 Internal Communications and Engagement strategy and programme for senior managers, Members and staff focusing on but not limited to:					
<ul style="list-style-type: none"> <li>• Working with with HR&amp;OD and the Equalities Team to develop an equalities and inclusion strategy for 2019-20</li> <li>• Communicating the Corporate Strategy</li> </ul>					

Work continues to develop and increase the readership, relevance and frequency of Your Brighton & Hove a weekly resident's e-bulletin emailed directly to subscribers email accounts.

A public affairs / networking strategy has been written which aims to improve:

- The style and success of funding bids
- Relationships with key stakeholders
- The council's reputation as an innovator
- Winning awards for excellence
- Lobbying activities
- Responses to national and regional consultations

Work continues on the training offer to more councillors and an internal e-newsletter / briefing bulletin for all cllrs will be rolled out imminently.

The Communications Team will be talking with the Member Development Working Group to further capture what communications and engagement tools / resources would be useful to new councillors

Work also continues on better identifying proactive positive editorial media opportunities and making connections with the right influencers.

Continue effective collaboration with health & social care within the city	Executive Director Health and Adult Social Care	55	31/03/20	14/02/17	31/03/20
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**Comments:** There is increased focus on effective collaboration between the council, NHS partners and the voluntary and community sector. With the adoption of the HWB Strategy and its preventative focus under the 'Four Wells' (starting living, ageing dying) there is a commitment to improve our outcomes for residents. However this presents challenges within the current financial NHS Long Term Plan, due to be submitted to Central Govt in Nov 19 and an aligned delivery framework will need to be developed and updated on an annual basis.

Develop Orbis as part of Place Based Leadership to reduce costs and improve service resilience	Executive Director of Finance & Resources	75	31/03/20	14/02/17	31/03/20
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Risk Action	Responsible Officer	Progress %	Due Date	Start Date	End Date
<p><b>Comments:</b> 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 &amp; 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 and there has been success for Procurement (Adur &amp; Worthing) and Internal Audit (Horsham). Recent review of Business Operations identified that a more consistent approach to seeking growth is required. This is under development.</p>					
Develop Stronger Families agenda and other measures to reduce pressures on family life	Acting Executive Families, Children & Learning	75	31/12/20	14/02/17	31/12/20

Risk Action	Responsible Officer	Progress %	Due Date	Start Date	End Date
<p><b>Comments:</b> 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 successfully bid for upfront earned autonomy funding in the next phase of the troubled families programme nationally. This allows us 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 was launched in May 2018 to encourage all services to consider families as an entity with overlapping problems that need to be addressed together.</p> <p>Under the auspices of the Whole Family Partnership Board the Local Government Association have been engaged to undertake an external peer review to look at the work we are doing around prevention/early help across the city. This will include partnership work with two key partners, the Police and the B&amp;H Clinical Commissioning Group.</p>					
Develop the city's physical assets, social and environmental infrastructure	Executive Director Economy, Environment & Culture	75	31/03/20	14/02/17	31/03/20

Risk Action	Responsible Officer	Progress %	Due Date	Start Date	End Date
<p><b>Comments:</b> Strategic Delivery Board is overseeing the City's Investment Programme of regeneration and infrastructure projects. Circus Street mixed- use regeneration scheme development agreement become unconditional and full construction commenced August 2017. Corporate Investment Board provides officer oversight of the investment programme. Updates on Major Regeneration Projects are provided as a standing item to Tourism, Equalities, Communities &amp; Culture (TECC) Committee.</p> <p>Greater Brighton Economic Board has established an Infrastructure Panel that is overseeing the development of Energy and Water Plans for Greater Brighton.</p> <p>Preston Barracks planning permission approved by Planning Committee subject to conditions September 2017. s.106 agreed December 2017. Conditional Land Agreement reached unconditional January 2018. Full construction commenced Summer 2018</p> <p>Phase 2 Seafront Arches completed and Phase 3 (Shelter Hall) in construction - September 2017. Completion late 2019</p> <p>Housing Living Wage Joint Venture business Plan approved by PRG Committee - October 2017. Joint Venture legal documents agreed December 2017. Planning applications for first two sites approved Summer 2019.</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>Valley Gardens Phase 3. Outline design approved by ETS Committee January 2019. Funding approved by C2C LEP Board subject to funding conditions December 2019. Funding agreement conditions agreed by LEP Board Oct 2019. Funding Agreement to be signed December 2019.</p> <p>Brighton Waterfront. Conditional Land Acquisition Agreement to be signed April 2019.</p> <p>Greater Brighton Economic Board agreed Digital Infrastructure Plan - October 2019</p> <p>Greater Brighton Economic Board supporting Coast to Capital LEP with development of their Local Industrial Strategy.</p> <p>Next Steps:</p> <ul style="list-style-type: none"> <li>- Agreement of Conditional Land Acquisition Agreement for Brighton Waterfront Project - December 2018</li> <li>- PRG Committee to consider development agreement for King Alfred redevelopment - December 2018</li> <li>- Major projects and investment programme update reported to Strategic Delivery Board and Tourism, Development &amp; Culture Committee - Ongoing</li> </ul>					

Risk Action	Responsible Officer	Progress %	Due Date	Start Date	End Date
<p>Improve community cohesion and leadership profile with communities, incl the introduction of community hubs &amp; neighbourhood governance.</p> <p><b>Comments:</b> Links to NCH Directorate Objective 5 Improve community well-being &amp; 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 for Moulsecoomb &amp; Bevendean; Hangleton &amp; Knoll; Portslade and East Brighton are operating and are discussed at quarterly meetings with the communities. Other additional NAPS are also in development with progress as at 8 April 2019 as follows: a) Hollingdean in final stages of development; Hanover &amp; Elm Grove - consultation on content of NAP out to community for consultation; Queens Park under development. Once these new NAPS are in place, quarterly meetings will be scheduled to ensure staff work with the community to deliver NAP outcomes. In addition, an Upstanders network is being developed that brings together representatives of different communities of identity to develop positive action to counter divisive and harmful incidents in the city and build community cohesion.</p>	Interim Executive Director Housing, Neighbourhoods & Communities	75	31/12/19	14/02/17	31/03/20
Lead Strategy, Governance & Law services to increase the socialisation of public policy within the city	Executive Lead Officer Strategy, Governance and Law	50	31/12/19	14/02/17	30/04/20

Risk Action	Responsible Officer	Progress %	Due Date	Start Date	End Date
<p><b>Comments:</b> Work has taken place to involve key partners across the city from all sectors to develop a City Vision for 2030. This is completed and the City Council's Corporate Strategy started 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 &amp; 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>The work has been done to progress the Corporate Strategy and City Strategy with a view to adoption in December 2019.</p> <p>Socialising the council's policies does not exclusively relate to the Corporate Strategy, there are many other policies which require appropriate publicity through and communication programmes and the consultation portal which are part of the Communications Team usual remit; and these will be presented to CMB and other key stakeholder groups as appropriate.</p>					
Partnership work with schools to deliver education which enables young people & meets requirements of local economy	Acting Executive Director, Families, Children & Learning	55	30/09/19	14/02/17	30/09/20

Risk Action	Responsible Officer	Progress %	Due Date	Start Date	End Date
<p><b>Comments:</b> 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 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 &amp; Hove Education Partnership chaired by Deb Austin, 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	95	31/03/20	14/02/17	31/03/20

Risk Action	Responsible Officer	Progress %	Due Date	Start Date	End Date
<p><b>Comments:</b> The EEC directorate reports Major Projects updates to the Tourism, Development &amp; Culture Committee (<a href="https://present.brighton-hove.gov.uk/Published/C00000969/M00009191/AI00073061/\$TDCCMPTupdateMar19.docxA.ps.pdf">https://present.brighton-hove.gov.uk/Published/C00000969/M00009191/AI00073061/\$TDCCMPTupdateMar19.docxA.ps.pdf</a>)</p> <p>Corporate Modernisation 'Supporting Business' programme established.</p> <p>The Supporting Business Modernisation programme has the following workstreams:</p> <ul style="list-style-type: none"> <li>- Developing the business case for the refurbishment of Brighton Town Hall along the 'City Hall for Business Model'.</li> <li>- Improving the delivery of joined up transactional council services to businesses through Digital First</li> <li>- Establishing a pool of Business Ambassadors who can support the city with business leadership to develop the city's Inward Investment, Trade &amp; Export Strategy</li> <li>- Redesigning the City Council's Economic Development and International functions to align them to the changing needs of the city economy.,</li> <li>-- Digital First discovery work and business process review - Q3 2017/18.</li> <li>- Greater Brighton Trade, Export and Investment Strategy agreed by Greater Brighton Economic Board July 2018</li> <li>- A new Economic Strategy for the City agreed by Full Council December 2018. <a href="https://www.brighton-hove.gov.uk/content/business-and-trade/support-businesses/brighton-hove-economic-strategy-2018-2023">https://www.brighton-hove.gov.uk/content/business-and-trade/support-businesses/brighton-hove-economic-strategy-2018-2023</a></li> <li>- Business Survey Spring 2019</li> <li>- Economic Strategy approved by Full Council January 2019</li> <li>- New Visitor Economy Strategy approved, January 2019</li> <li>- 5 -year strategic Priorities for Greater Brighton Economic Board approved April 2019</li> </ul> <p>Next Steps</p> <ul style="list-style-type: none"> <li>- New Circular Economy Framework developed with an initial focus upon the build environment and visitor Economy - Jan 2020</li> <li>- Delivery of new Visitor Economy Strategy, including destination management plan 2019-onwards</li> <li>- Appointment of Business Ambassadors.</li> </ul>					

