

Subject:	Strategic Risk Focus: SR35, SR36, SR23 and SR30		
Date of Meeting:	14 January 2020		
Report of:	Executive Lead Officer for Strategy, Governance & Law (Monitoring Officer)		
Contact Officer:	Name:	Jackie Algar	Tel: 01273 291273
	Email:	jackie.algar@brighton-hove.gov.uk	
Ward(s) affected:	(All Wards);		

FOR GENERAL RELEASE**1. PURPOSE OF REPORT AND POLICY CONTEXT**

- 1.1 The Audit & Standards Committee has a role to monitor and form an opinion on the effectiveness of risk management and internal control. As part of discharging this role the Committee focuses on at least two Strategic Risks (SRs) at each of their meetings.
- 1.2 This report also provides the Committee with details of any changes to the city council's Strategic Risk Register (SRR) last reviewed by the Executive Leadership Team (ELT) on 20 November 2019.
- 1.3 The Strategic Risk Focus is based on detail provided in Appendix 1 of this report which records the actions taken (existing controls) and future actions (risk actions) to manage these strategic risks.
- 1.4 The officers available to answer Members' questions will be for:
SR35 – Unable to manage serious risks and opportunities resulting from the impact of Brexit on the local and regional society and economy - Abraham Ghebre-Ghiorghis, Executive Lead Officer, Strategy, Governance & Law;
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 - Geoff Raw, Chief Executive;
And Nick Hibberd, Executive Director, Economy, Environment & Culture will be available for these SRs:
SR36 - Not taking all actions required to address climate and ecological change, and making our city carbon neutral by 2030; and
SR23 – Unable to develop and deliver an effective Regeneration and Investment Strategy for the Seafront and ensure effective maintenance of the seafront infrastructure.

2. RECOMMENDATIONS:

That the Audit & Standards Committee:

- 2.1 Note in paragraphs 3.3 the changes to the council's SRR as agreed at ELT on 20 November 2019.
- 2.2 Note Appendix 1 for details of SR35, SR30, SR36 and SR23.
- 2.3 Note Appendix 2 'Information on the council's risk management process relative to Strategic Risks (SRs); and Suggested questions for Members to ask Risk Owners and officers on Strategic Risks'.
- 2.4 Having considered Appendix 1 and any clarification and/or comments from the officers, the Committee makes any recommendations it considers appropriate to the relevant council body.

3. CONTEXT/ BACKGROUND INFORMATION

- 3.1 The SRR details the current prioritised risks which may affect the achievement of the council's Corporate Plan purpose, including in relation to its work with other organisations across the city. It is reviewed and agreed by ELT quarterly after DMT reviews which include discussions of their individual Directorate Risk Lists which influence Directorate service activity through delivery of Directorate Plans.
- 3.2 Appendix 2 is intended to provide information on the council's risk management process relative to Strategic Risks (SRs) and is attached as a separate appendix in order to provide background reference and enable Members to focus on the changes to the SRR and any changes to the risk management process by the ELT.
- 3.3 Summary of changes to the SRR as a result of the ELT review on 20 November 2019.

















The SRR is a public document which is supported by data collected on software CAMMS Risk, a module of CAMMS Strategy. A detailed report is provided at Appendix 2 but below is Table 1 showing the current 18 Strategic Risks in order of the highest Revised Risk score as agreed by ELT on 20 November 2019 and informed by Directorate Risk Management risk review sessions in September – October 2019.













As a result of ELT's review note that:









- i. No risks were removed or added;
- ii. There were two amendments to risk scores:
 - SR20 which was reduced partly due to the Sussex Partnership Foundation Trust (SPFT) and the city council signature of a S75 agreement from 3 October 2019 until 31 March 2021; and the work that is underway to develop and simplify Integrated Discharge Pathways with service users and their families, involving partners.
 - SR15 the Revised Risk score was increased to reflect comments made by Members of the Audit & Standards Committee.
- iii. There were no changes to risk titles apart from the minor change to the risk title of SR23 (the word 'regeneration' was added).

Changes are denoted in italics in the table below.

Table 1 Strategic Risks

Risk Nos.	Risk Title	Initial Risk Score Likelihood (L) x Impact (I) & Direction of Travel (DOT)	Revised Risk Score Likelihood (L) x Impact (I) & DOT	Committee & Chair	Risk Owner
SR2	The Council is not financially sustainable	5 x 4 ◀▶  RED	4 x 4 ◀▶  RED	Policy & Resources Committee - Cllr. Platts	Executive Director, Finance & Resources
SR36	Not taking all actions required to address climate and ecological change, and making our city carbon neutral by 2030	5 x 4 ◀▶  RED	4 x 4 ◀▶  RED	Environment, Transport & Sustainability Committee – Cllr. Pissaridou	Executive Director, Economy, Environment & Culture
SR32	Sub-standard health & safety measures lead to personal injury, prosecution, financial losses and reputational damage	5 x 4 ◀▶  RED	4 x 4 ◀▶  RED	Policy & Resources Committee – Cllr. Platts	Executive Director, Finance & Resources
SR20	Failure to achieve Health and Social Care outcomes due to organisational and resource pressures on the Clinical Commissioning Group (CCG) and Brighton & Hove City Council (BHCC)	4 x 4 ▼  RED (was 5 x 4 RED)	3 x 4 ▼  AMBER (was 4 x 4 RED)	Health & Wellbeing Board – Cllr. Moonan	Executive Director, Health & Adult Social Care
SR33	Not providing adequate housing and support for people with significant and complex needs	4 x 4 ◀▶  RED	3 x 4 ◀▶  AMBER	Health & Wellbeing Board – Cllr. Moonan and Housing Committee – Cllr. Williams	Executive Director, Health & Adult Social Care
SR18	The organisation is unable to deliver its functions in a modern, efficient way due to the lack of appropriate technology	4 x 4 ◀▶  RED	3 x 4 ◀▶  AMBER	Policy & Resources Committee – Cllr. Platts	Executive Director, Finance & Resources
SR10	Corporate Information Assets are inadequately controlled and vulnerable to cyber attack	4 x 4 ◀▶  RED	4 x 3 ◀▶  AMBER	Policy & Resources Committee - Cllr. Platts	Executive Director, Finance & Resources
SR35	Unable to manage serious risks and opportunities resulting from the impact of Brexit on the local and regional society and	4 x 4 ◀▶  RED	4 x 3 ◀▶  AMBER	Policy & Resources Committee - Cllr. Platts	Executive Lead Officer, Strategy, Governance

Risk Nos.	Risk Title	Initial Risk Score Likelihood (L) x Impact (I) & Direction of Travel (DOT)	Revised Risk Score Likelihood (L) x Impact (I) & DOT	Committee & Chair	Risk Owner
	economy				& Law
SR13	Not keeping Vulnerable Adults Safe from harm and abuse	3 x 4 ◀▶  AMBER	3 x 3 ◀▶  AMBER	Health & Wellbeing Board – Cllr. Moonan	Executive Director, Health & Adult Social Care
SR21	Unable to manage housing pressures and deliver new housing supply	3 x 4 ◀▶  AMBER	3 x 3 ◀▶  AMBER	Housing Committee – Cllr. Williams	Interim Executive Director, Housing, Neighbourhoods & Communities
SR25	The lack of organisational capacity leads to sub-optimal service outcomes, failure to meet statutory obligations, and reputational damage	3 x 4 ◀▶  AMBER	3 x 3 ◀▶  AMBER	Policy & Resources Committee – Cllr. Platts	Executive Director, Finance & Resources
SR24	The impact of Welfare Reform increases need and demand for services	4 x 3 ◀▶  AMBER	3 x 3 ◀▶  AMBER	Policy & Resources Committee – Cllr. Platts	Executive Director, Finance & Resources
SR23	Unable to develop and deliver an effective Regeneration and Investment Strategy for the Seafront and ensure effective maintenance of the seafront infrastructure <i>(note addition of the word Regeneration)</i>	3 x 4 ◀▶  AMBER	3 x 3 ◀▶  AMBER	Environment, Transport & Sustainability Committee – Cllr. Pissaridou; and Tourism, Equalities, Communities & Culture Committee – Cllr. Robins	Executive Director, Economy, Environment & Culture
SR26	Not strengthening the council's relationship with citizens	3 x 4 ◀▶  AMBER	3 x 3 ◀▶  AMBER	Tourism, Equalities, Communities & Culture Committee –	Interim Executive Director, Housing, Neighbourhoods

Risk Nos.	Risk Title	Initial Risk Score Likelihood (L) x Impact (I) & Direction of Travel (DOT)	Revised Risk Score Likelihood (L) x Impact (I) & DOT	Committee & Chair	Risk Owner
				Cllr. Robins	oods & Communitie s
SR29	Ineffective contract performance management leads to sub-optimal service outcomes, financial irregularity and losses, and reputational damage	3 x 4 ◀▶  AMBER	3 x 3 ◀▶  AMBER	Policy & Resources Committee - Cllr. Platts	Executive Director, Finance & Resources
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	3 x 4 ◀▶  AMBER	2 x 4 ◀▶  AMBER	Policy & , Resources Committee - Cllr. Platts	Chief Executive
SR15	Not keeping Children Safe from harm and abuse	3 x 4 ◀▶  AMBER	2 x 4 ▲  AMBER (Was 2 x 3 YELLOW, score increased after Members' comments)	Children, Young People & Skills Committee – Cllr. Allcock	Acting Executive Director Families, Children & Learning
SR34	Ambitions to improve offer for staff which have been stated in Our People Promise may not be realised	3 x 4 ◀▶  AMBER	2 x 3 ◀▶  YELLOW	Policy & Resources Committee - Cllr. Platts	Executive Director, Finance & Resources

3.4 Appendix 2 provides 'Information on the council's risk management process relative to Strategic Risks (SRs) and Suggested questions for Members to ask Risk Owners and officers on Strategic Risks'. It is intended to assist Members to scrutinise the information in Appendix 1 and ask questions of the Strategic Risk Owners and officers in order to assist Members on their assurance role at this Committee.

4. FINANCIAL & OTHER IMPLICATIONS

Financial Implications

- 4.1 For each Strategic Risk there is detail of the actions already in place ('Existing Controls') or work to be done as part of business or project plans ('Risk Actions') to address the strategic risk. Potentially these may have significant financial implications for the authority either directly or indirectly. The associated financial risks are considered during the Targeted Budget Management process and the development of the Medium Term Financial Strategy.

Finance Officer Consulted: James Hengeveld

Date: 09/12/2019

Legal Implications

- 4.2 Members of this Committee are entitled to any information, data and other evidence which they consider will enable them to reach an informed view regarding whether the council's Strategic Risks are being adequately managed. The Committee may make recommendations based on any conclusions it comes to.
- 4.3 The individual Strategic Risks which are focused on in this Report may potentially have legal implications. Where those implications are of a direct nature, they are noted in the Report or in the appendices to it.

Lawyer Consulted: Victoria Simpson

Date: 29/11/2019

SUPPORTING DOCUMENTATION

Appendices:

1. Strategic Risk Focus report: SR35, SR30, SR36 and SR23.
2. Information on the council's risk management process relative to Strategic Risks (SRs) and Suggested questions for Members to ask Risk Owners and officers on Strategic Risks.

Background Documents:

None