

Communities, Pinaki Ghoshal for SR21 with support from Martin Reid, the Assistant Director, Housing. For SR26 Pinaki Ghoshal will answer questions himself.

2. RECOMMENDATIONS:

That the Audit & Standards Committee:

- 2.1 Note the changes to the council's SRR agreed by ELT on 12 February 2020 as outlined in section 3.3.
- 2.2 Note Appendix 1 for details as at 19 February 2020 of SR15, SR24, SR29, SR21 and SR26.
- 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 the ELT quarterly after Directorate Management Team (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 The SRR was reviewed by the ELT on 12 February 2020. It is a public document which is supported by data collected on CAMMS Risk, a module of CAMMS Strategy software.

Summary of changes to the SRR as a result of the ELT review on 12 February 2020.











A detailed report is provided at Appendix1. There are 18 Strategic Risks.















As a result of ELT's review note that:











- i. There were two risks where both the initial and revised risk scores were increased. They are:
 - SR20 ‘Failure of achieve Health and Social Care outcomes...’
 - SR25 ‘The lack of organisational capacity leads to sub-optimal service outcomes...’ ;
- ii. Risk Management Lead will work with the risk owners of SR26 and SR30 to combine them into one risk as there are similarities (SR26 to be included in SR30).
- iii. There were no changes to risk titles.



Table 1 Strategic Risks

This table below shows the current 18 Strategic Risks in the highest Revised Risk order which takes account of future actions to reduce or mitigate the 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	Acting Chief Finance Officer
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	Head of Human Resources & Organisational Development
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)	5 x 4 ▲  RED	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	Executive Director, Health & Adult Social Care

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
				Housing Committee – Cllr. Williams	
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	Chief Executive
SR25	The lack of organisational capacity leads to sub-optimal service outcomes, failure to meet statutory obligations, and reputational damage	4 x 4 ▲  RED	3 x 4 ▲  AMBER	Policy & Resources Committee – Cllr. Platts	Head of Human Resources and Organisational Development
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	Chief Executive
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	Acting Chief Finance Officer
SR35	Unable to manage serious risks and opportunities resulting from the impact of Brexit on the local and regional society and economy	4 x 4 ◀▶  RED	4 x 3 ◀▶  AMBER	Policy & Resources Committee - Cllr. Platts	Executive Lead Officer, Strategy, Governance & 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

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
SR23	Unable to develop and deliver an effective Regeneration and Investment Strategy for the Seafront and ensure effective maintenance of the seafront infrastructure	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 – Cllr. Robins	Interim Executive Director, Housing, Neighbourhoods & Communities
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	Acting Chief Finance Officer
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	Children, Young People & Skills Committee – Cllr. Allcock	Acting Executive Director Families, Children & Learning

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
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	Head of Human Resources and Organisational Development

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: 18 /02/2020

Legal Implications

- 4.2 Members of this Committee are entitled to any information, data and other evidence which enables them to reach an informed view regarding to whether the council's Strategic Risks are being adequately managed. The Committee may make recommendations based on its conclusions.
- 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: 05/02/2020

SUPPORTING DOCUMENTATION

Appendices:

- Appendix 1 - Strategic Risk Focus report: SR15, SR24, SR29, SR21 and SR26.

2. 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.

Background Documents

1. None.

