

Subject:	Strategic Risk Register		
Date of Meeting:	09 July 2020		
Report of:	Executive Lead Officer, Strategy, Governance & Law		
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Ward(s) affected:	All		

FOR GENERAL RELEASE

1. PURPOSE OF REPORT AND POLICY CONTEXT

- 1.1 To report to the Policy & Resources Committee on the city council's Strategic Risk Register.

2. RECOMMENDATIONS:

That the Policy & Resources Committee:

- 2.1 Note the Strategic Risk Register (SRR) detailed within Table 1 of this report with full details provided at Appendix 1 and provide support and challenge to the Risk Owners in managing these risks.

3. CONTEXT/ BACKGROUND INFORMATION

3.1 Risk Management:

- (i) assists effective decision making and prioritises deployment of resources
- (ii) helps council avoid costly mistakes
- (iii) keeps the council safe e.g. health and safety emergencies
- (iv) protects our reputation.

It is a key component of the city council's Performance Management Framework.

- 3.2 The SRR is a public document which details the current prioritised risks which may affect the achievement of the city council's Corporate Plan. It is reviewed and agreed by the Executive Leadership Team (ELT) quarterly after Directorate Management Team reviews which include discussions of their individual Directorate Lists. 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 their role the Audit & Standards Committee focuses on specific Strategic Risks (SRs) at each of their meetings.







Table 1 below shows the current 19 Strategic Risks as agreed by ELT in May 2020.







3.3 The following 19 SRs were particularly reviewed in the context of Covid-19. Where there were changes to risk scores or risk titles these are show in italics in Table 1. Please note:







- a) increased risk scores for the two safeguarding risks SR13 ‘Not keeping vulnerable adults safe’ and SR15 ‘Not keeping children safe’ due to challenges during Covid-19 and reduced ability to visit clients and impact on some of the referral pathways;
- b) an increased initial risk score was given to SR35 ‘Unable to manage serious risks and opportunities resulting from the impact of Brexit on the local and regional society and economy’ this is due to HM Government’s priority being to deal with Covid-19 and impact on Brexit negotiations;
- c) reduced risk scores on SR32 due to increased profile and recognition of health and safety responsibility and improved culture to take up health and safety recommendations;









Table 1 shows the current 19 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
SR 2	The Council is not financially sustainable	5 x 4 ◀▶  RED	4 x 4 ◀▶  RED	Policy & Resources Committee – Cllr. Platts	Acting Chief Finance Officer
SR 36	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



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
SR 20	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
SR 37	Not effectively responding to COVID-19 in Brighton and Hove	4 x 4 New  RED	3 x 4 New  AMBER	Health & Wellbeing Board – Cllr. Moonan and Housing Committee – Cllr. Williams	Executive Director, Health & Adult Social Care
SR 32	Challenges to ensure health & safety measures lead to personal injury, prosecution, financial losses and reputational damage (note changed first line of risk title from 'Sub-standard health & safety measures..')	4 x 4 ▼  RED (was 5 x 4 – risk scores reduced due to increased recognition in organisation of Health & Safety responsibilities)	3 x 4 ▼  AMBER (was 4 x 4 – risk scores reduced due to increased recognition in organisation of Health & Safety responsibilities)	Policy & Resources Committee – Cllr. Platts	Assistant Director Human Resources & Organisational Development

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
SR 35	Unable to manage serious risks and opportunities resulting from the impact of Brexit on the local and regional society and economy	5 x 4 ▲  RED <i>(was 4 x 4 - risk score increased due to HM Government's priority being to deal with Covid-19 and impact on Brexit negotiations)</i>	4 x 3 ◀▶  AMBER	Policy & Resources Committee – Cllr. Platts	Executive Lead Officer, Strategy, Governance & Law
SR 33	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
SR 18	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

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
SR 38	Difficulty in restoring trust and confidence in the home to school transport service and sourcing sufficient capacity to resolve issues raised by the independent review	4 x 4 ◀▶  RED	3 x 4 ◀▶  AMBER	Children, Young People & Skills Committee – Cllr. Allcock	Acting Executive Director Families, Children & Learning
SR 25	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	Assistant Director Human Resources & Organisational Development
SR 13	Not keeping Vulnerable Adults Safe from harm and abuse	4 x 4 ▲  RED <i>(was L3 x I4 AMBER risk scores increased due to challenges during Covid-19 and reduced ability to visit clients and impact on some of the referral pathways)</i>	3 x 4 ▲  AMBER <i>(was L3 x I3 AMBER risk score increased due to Covid-19 and ability to visit clients as detailed adjacent column)</i>	Health & Wellbeing Board – Cllr. Moonan	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
SR 15	Not keeping Children Safe from harm and abuse	4 x 4 ▲  RED (was L3 x I4 AMBER)), Risk scores increased due to challenges during Covid-19 and reduced ability to visit clients and impact on some of the referral pathways)	3 x 4 ▲  AMBER (was L2 x I4 YELLOW. Risk scores increased due to Covid-19 and ability to visit clients as detailed adjacent column)	Children, Young People & Skills Committee – Cllr. Allcock	Acting Executive Director Families, Children & Learning
SR 21	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
SR 10	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
SR 24	The needs and demands for services arising from the changing and evolving landscape of Welfare Reform is not effectively supported by the council	4 x 3 ◀▶  AMBER	3 x 3 ◀▶  AMBER	Policy & Resources Committee – Cllr. Platts	Acting Chief Finance Officer

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
SR 23	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
SR 29	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
SR 30	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

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
SR 34	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	Assistant Director Human Resources & Organisational Development

4. CONSIDERATION OF ANY ALTERNATIVE OPTIONS

- 4.1 Through consultation with ELT the Risk Management process currently in operation was deemed to be the most suitable model.

5. COMMUNITY ENGAGEMENT & CONSULTATION

- 5.1 This is an internal risk reporting process and as such no engagement or consultation has been undertaken in this regard.

6. CONCLUSION

- 6.1 The council must ensure that it manages risks and meet its responsibilities and deliver its Corporate Plan, risk management is evidence for good governance.

7. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 7.1 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: 29/05/20

Legal Implications:

- 7.2 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. No other direct legal implications have been identified.

Lawyer Consulted:

Victoria Simpson

Date: 29/05/20

Equalities Implications:

- 7.3 The SRR and DRs are shared with the Equalities Team. It is a corporate requirement that equalities implications are included within performance management arrangements for the Performance Management Framework which includes risk management. There is an expectation that data will be used to evidence how service improvements are being made which have the aim of reducing inequalities.

Sustainability Implications

- 7.4 Sustainability will be improved through practicing risk management.

Any Other Significant Implications:

- 7.5 There are no further significant implications arising from this report.

SUPPORTING DOCUMENTATION

Appendices:

1. Strategic Risk Register.

Background Documents

1. None.

