

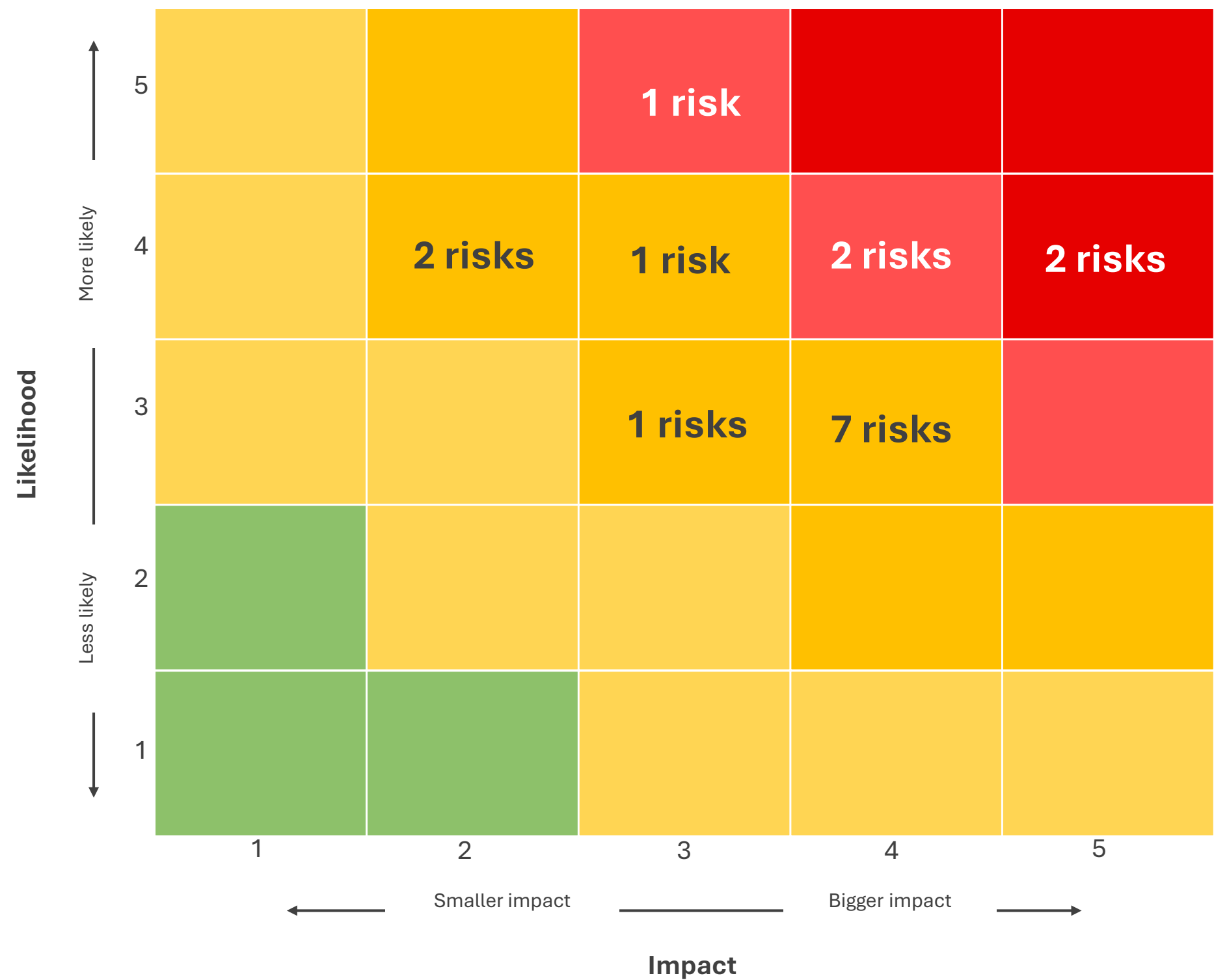
Strategic risk register

Strategic Risk Register

Strategic risks refer to those considered to significantly impact the council’s ability to meet the goals outlined in the council plan, or to impact several directorates, partners, or the city as a whole.

Strategic risks are managed by the Corporate Leadership Team with oversight from Cabinet and Audit, Standards & General Purposes Committee.

Five of the sixteen risks currently on the strategic risk register are considered to have a high level of risk exposure.



Failure to develop and deliver a Medium-term financial plan (MTFP) to ensure financial sustainability and resilience	04	Failure to manage contracts to ensure value for money and achieve the best outcomes for the city	12
Failure to adequately protect information assets from a successful cyber-attack impacting our ability to deliver a responsive council with well-run services	05	Failure to take effective action to increase our city's resilience to climate change, improve biodiversity and transition to net zero	13
Failure to ensure effective safeguarding arrangements to keep adults safe	06	Failure to maintain and demonstrate the building and fire safety of council homes	14
Failure to ensure effective safeguarding arrangements to keep children and young people safe from harm and neglect	07	Failure to maintain a clean and safe city	15
Failure to invest in and maximise use of digital technology to enable a responsive council with well-run services	08	Failure to maintain and demonstrate the health & safety compliance and fire safety of the council's commercial property	16
Failure to optimise council housing stock, make best use of available housing in the city and deliver new affordable homes	09	Failure to deliver on or maximise opportunities of Devolution in the best interests of Brighton & Hove	17
Failure to provide an equitable approach to ensure equality of access, outcomes and experiences for all	10	Failure to maximise the opportunities of Local Government Reorganisation in the best interests of Brighton & Hove	17
Failure to use the council's resources and capabilities to deliver the Council Plan and adapt to the evolving needs of the city	11	Failure to maintain and demonstrate the health & safety compliance and fire safety of the council's operational property	18

SR02	Risk title	Risk Owner	Current score	Target score
	Failure to develop and deliver a Medium-term financial plan (MTFP) to ensure financial sustainability and resilience	Director Property & Finance	20	16
Summary description				
Central government funding reductions and changes to local government funding have increased financial risks. Rising costs in social care, homelessness, inflation, and cost of living are major concerns and are growing significantly in Brighton and Hove.				
Our level of reserves has increased slightly following 24/25 outturn, but we still have one of the lowest levels of reserves in the country which is a major concern.				
Management controls		Oversight	Assurance	
The Council implements spending controls to address financial challenges, with the Savings Delivery Board overseeing efforts to reduce costs in key areas like temporary accommodation, social care placements, and transport. Directorate Leadership Teams are developing recovery plans to address reported overspend. Financial forecasts are regularly updated through the Medium-Term Financial Strategy, which includes taxbase, demographic, and cost changes, and identifies budget gaps early. Key measures include annual budget approvals, RAG-rated budget monitoring for overspending, and Cabinet-approved plans for capital receipts and transformation to meet financial targets.		Financial sustainability is supported by regular monitoring and review by the Corporate Leadership Team (CLT) and Cabinet of MTFs assumptions, including the impact of legislative changes, cost and demand pressures, savings programmes, and income, taxation, and grant assumptions. This monitoring is conducted through TBM reporting and various budget reports. Additional oversight is provided by the Capital Programme Board and the Savings Delivery Board, which focus on the delivery of savings and capital projects.	Assurance is provided through annual VfM reviews by the External Auditor, with the 2023/24 assessment highlighting major financial sustainability issues and resulting in one key and four improvement recommendations. Internal Audit regularly reviews financial management, governance, and reporting, reporting findings to the Audit, Standards & General Purposes Committee, which monitors the Audit Plan annually and receives updates on limited assurance audits. The LGA Corporate Peer Challenge in 2025 will further assess the Council’s financial management and sustainability.	
Mitigation actions				
Develop the Medium Term Financial Strategy, capital programme and transformation programme to enable the council to deliver on its priorities and address its longer-term financial pressures in a structured way.				
Develop and deliver a temporary accommodation acquisition strategy				
Approve balanced budget and capital programme in February, with plans to address reserves or working balance needs				
Develop a strategy to rebuild reserves and establish a stronger financial position				
Develop savings proposals aligned with Council Plan priorities and budget categorization				
Strengthen financial controls and oversight of in-year budget management to achieve the required savings				

SR10	Risk title	Risk Owner	Current score	Target score
	Failure to adequately protect information assets from a successful cyber-attack impacting our ability to deliver a responsive council with well-run services	Corporate Director City Operations	16	12
Summary description				
<p>BHCC faces significant cyber risks due to its extensive digital assets, including business systems and emails. Threats come from various actors, such as employees, cyber criminals, hackers, and foreign states, as well as accidental data loss or publication.</p> <p>The growing volume of information and sophisticated cyber threats require advanced cybersecurity, Information Governance, and Information Management strategies.</p> <p>Post-pandemic working methods increase these vulnerabilities and make recovery efforts more challenging.</p>				
Management controls		Oversight	Assurance	
Technical controls include firewalls, hard drive protection, strong password policies, secure hosting, and regular patching. Annual health checks and penetration tests are conducted, and the council is a member of the South East WARP for threat intelligence. Incident management processes are in place, and procurement is reviewed for compliance. Behavioural controls include mandatory training, published guidance, and privacy impact assessments. Recovery controls feature documented incident processes, data backups, and shared expertise.		The Information Governance Board (IGB) leads on information risk, with regular policy reviews and risk register updates. The Senior Information Risk Owner (SIRO) and Caldicott Guardians provide specialist oversight, and the Audit and Standards Committee reviews governance. A Data Protection Officer supports compliance.	Internal Audit reviews from 2021 to 2024 covered IT procurement, security, and data handling, with most areas receiving reasonable or substantial assurance; PCI/DSS and accessibility received partial assurance. Annual IT Health Checks by approved providers assess both applications and infrastructure. The organization maintains ongoing compliance with PSN CoCo, NHS Digital Data Security and Protection Toolkit, and PCI DSS.	
Mitigation actions				
Review the council's information governance vulnerabilities and cyber risks, and develop an action plan to reset and strengthen policy and processes to better manage the risks				
Prevention - Technical Controls: Improve the Council’s Information Risk Management process maturity. This will include elevating the visibility of the risk register, implementing technical solutions to improve information asset management and publicizing clear processes and guidance.				
Prevention - Technical Controls: Review and improve user access controls (network and application access rights for starters, leaver and movers) via the Access Management project				

SR13	Risk title	Risk Owner	Current score	Target score
	Failure to ensure effective safeguarding arrangements to keep adults safe	Corporate Director Homes & Adult Social Care	16	12
Summary description				
<p>The council has a duty to keep adults, for whom they have statutory responsibility for, safe from harm and abuse. Brighton & Hove City Council has a statutory duty to co-ordinate safeguarding work across the city and the Safeguarding Adults Board. This work links partnerships across the Police and Health and Social Care providers.</p> <p>Under the Care Act, since 2015, the Local Authority has a statutory duty to enquire, or cause others to enquire, if it believes a person with care and support needs is experiencing or is at risk of harm and abuse and cannot protect themselves.</p>				
Management controls		Oversight	Assurance	
Performance management and data dashboards support adult social care planning, overseen by the Finance & Performance Board. Self-assessment and improvement plans are in place, with multi-agency procedures and dedicated safeguarding resources. Panels and steering groups support practice development, and referrals are assessed by social workers. Quality monitoring is conducted in partnership with the NHS and CQC.		Pan Sussex Safeguarding Adults procedures group and various boards provide multi-agency oversight, including the Health & Wellbeing Board and Care Governance Board.	<p>All local authority adult social care services receive regular CQC inspections from 2023, with published results for all registered providers.</p> <p>The Brighton & Hove Safeguarding Adults Board, independently chaired, meets quarterly with statutory agencies to ensure city-wide assurance.</p> <p>The Safeguarding Lead serves on the SAR panel for detailed multi-agency reviews.</p> <p>The Local Government Association Test of Assurance (2022) made recommendations, reviewed in 2023.</p> <p>Internal Audits (2021–2024) covered data handling, financial assessments, direct payments, home care, and modernisation programmes, providing reasonable or partial assurance.</p>	
Mitigation actions				
Together with statutory partners of the SAB achieve the strategic priorities, contribute to all Safeguarding Adults Reviews (SAR), meaningful learning from SAR activities and influence change. Bring learning closer to front line safeguarding practice				
Develop and deliver the Homelessness and Rough Sleeping Strategy with a focus on adults with multiple compound needs				
Ensure that mandatory PREVENT training is embedded in all training induction and development plans within the organisation to support effective identifiers and that the referral pathway is known				
Provide assurance that there is a comprehensive clear Disclosure and Barring Service (DBS) check and recheck process in place which reduces risk to the organisation and to the community				

SR15	Risk title	Risk Owner	Current score	Target score
	Failure to ensure effective safeguarding arrangements to keep children and young people safe from harm and neglect	Corporate Director Families, Children & Wellbeing	16	12
Summary description				
<p>The Council has a legal responsibility to protect vulnerable children from harm and neglect, following national guidance. The Brighton & Hove Safeguarding Children Partnership was established in 2019 to ensure an effective multi-agency safeguarding response.</p> <p>The complexity of circumstances for many children presents a constant state of risk which demands informed and reflective professional judgement, and often urgent and decisive action, by all agencies using agreed thresholds and procedures. Such complexity inevitably presents a high degree of risk. Children subject to harm, exploitation and/or neglect are unlikely to achieve and maintain a satisfactory level of health or development, or their health and development will be significantly impaired. In some circumstances, harm and neglect may lead to a child's death.</p>				
Management controls		Oversight	Assurance	
A robust quality assurance framework is in place, with a single point of access for safeguarding issues. Multi-agency partnerships, regular reviews, and family support hubs are established. Continuous professional development and Prevent strategy work are ongoing, with risk meetings for vulnerable adolescents.		Family Help Partnership Board, multi-agency quality assurance, Corporate Parenting Board, and annual practice weeks provide oversight. A dedicated coordinator reports on vulnerability and exploitation.	Children’s services have received strong external and internal validation, with Ofsted rating the service Outstanding in March 2024 and confirming positive assurance for SEND and Alternative Provision alongside the CQC in March 2023. Ongoing annual engagement with Ofsted HMI for social care and education, independent scrutiny commissioned by the BHSCP, and internal audits from 2022 to 2025, which gave reasonable or substantial assurance for key areas, further support the robust assurance framework in place.	
Mitigation actions				
Deliver a robust and improving family help and protection service that keeps children safe, providing the right support at the right time to families in need.				
Deliver the Families First transformation programme, as mandated by the Department for Education				
Deliver the Starting Well Family Hub transformation in line with Department for Education requirements by April 2026				
Provide assurance that there is a comprehensive clear Disclosure and Barring Service (DBS) check and recheck process in place which reduces risk to the organisation and to the community				
Ensure that mandatory PREVENT training is embedded in all training induction and development plans within the organisation to support effective identifiers and that the referral pathway is known				

SR18	Risk title	Risk Owner	Current score	Target score
	Failure to invest in and maximise use of digital technology to enable a responsive council with well-run services	Corporate Director City Operations	16	12
Summary description				
The organisation faces significant risks due to its reliance on technology for service delivery. Without continuous financial investment to keep up with technological advancements, there is a danger of service disruption resulting from technology failures. Key investment areas include foundational technology, end-user technology, business applications, digital transformation, and enhancing the tech competencies of leadership and staff. These investments are crucial to maintaining a secure infrastructure, providing appropriate devices and systems, ensuring service effectiveness, enabling modernization, and recognizing opportunities offered by technology.				
Management controls		Oversight	Assurance	
Annual capital investment is allocated for foundational and end-user IT through structured programmes overseen by the Corporate Leadership Team (CLT). Investments have delivered secure data centre storage, platform migrations, enhanced remote working, and widespread device upgrades. Major business applications, such as the Eclipse social work system and housing management system, have received targeted funding. The Digital Customer programme has sponsored digital transformation projects, including web migration and customer-facing apps. Leadership development is supported through the Leadership Network.		The Corporate Leadership Team (CLT) ensures alignment of digital projects with Council Plan objectives and reviews staff survey indicators on access to technology. The Tech & Digital Board monitors progress and strategic IT changes, while external assurance is provided for Microsoft 365.	Internal Audit reviews (2023/24: Surveillance Cameras follow-up, Robotic Process Automation, ERP and housing systems, PCI/DSS; 2022/23: Housing Management System, Accessibility Regulations; 2021/22: MCM Housing Repairs Application, Accessibility Regulations) provided reasonable or partial assurance. Audit have provided advice for the Corporate Systems Improvement and housing system programme boards. External assurance for Microsoft 365 by Silversands.	
Mitigation actions				
Align the priorities and actions of the Digital, Data and Technology portfolio to support the delivery of the council plan priorities and support in the modernisation of service delivery				
Investment in ‘end user’ technology - Foundational IT Programme: Strategic Telephony Review				
Turbo charge innovation through a series of technology pilots to drive service efficiencies and savings across the council and produce execution plans for 2026/27				

SR21	Risk title	Risk Owner	Current score	Target score
	Failure to optimise council housing stock, make best use of available housing in the city and deliver new affordable homes	Corporate Director Homes & Adult Social Care	16	12
Summary description				
The increasing demand for housing continues to outstrip new supply and as a consequence accommodation is becoming less affordable. Housing shortages are particularly acute for low-income households, affecting our ability to retain essential workers and families in the city. Demand for affordable rented homes is growing with a significant number of households in temporary accommodation. The private rented sector is currently contracting, increasing opportunities to increase our supply.				
Management controls		Oversight	Assurance	
The City Plan sets housing targets and policies for affordable housing, with the Housing Strategy action plan and Housing Allocation Policy approved by Cabinet. The Homelessness & Rough Sleeping Strategy is updated regularly, and working groups focus on bringing empty homes back into use. Asset management prioritises land release for affordable housing.		The Housing Supply Programme Board and Homes for Brighton & Hove Partnership Board monitor delivery, with key actions tracked through KPIs and the Capital Programme Board.	Internal Audit reviews (2024/25: Housing Major and Planned Works Programme, Housing Rents, Home Purchase Scheme; 2023/24: Housing Rents follow-up, Temporary Accommodation, Allocations; 2022/23: Housing Management System) provided partial or reasonable assurance. Quarterly returns to the Ministry of Housing, Communities and Local Government on homelessness and rough sleeping. Homes England monitors grant-funded schemes, with regular updates and drawdowns.	
Mitigation actions				
Build new council homes to meet the number of homes required in the city.				
Create new social housing lets by reducing under occupancy to make best use of available housing in the city.				
Implement the new Housing Strategy to deliver accessible, affordable and high-quality homes for everyone in Brighton & Hove.				
Increase housing supply of new and affordable homes to meet the needs of current and future residents.				

SR24	Risk title	Risk Owner	Current score	Target score
	Failure to provide an equitable approach to ensure equality of access, outcomes and experiences for all	Director People & Innovation	12	9
Summary description				
<p>The Public Sector Equality Duty (PSED, or “the duty”), which applies in Great Britain (England, Scotland and Wales), requires public authorities to have due regard to certain equality considerations when exercising their functions, like making decisions.</p> <p>There is a risk that the council fails to implement an equitable approach that ensures all individuals, regardless of background, characteristics, or circumstances, have fair access to services, opportunities, and positive experiences. This may include disparities in how resources are distributed, how decisions are made, or how individuals are supported, leading to unequal outcomes and experiences across different groups.</p>				
Management controls		Oversight	Assurance	
The Local Discretionary Social Fund (LDSF) and Community Hub provide emergency support, with strong links to the voluntary sector and multi-agency meetings to coordinate welfare responses. Council Tax Reduction awards and Welfare Rights casework support those most affected by welfare changes. The Corporate Debt Policy ensures ethical collection, and discretionary funding streams are closely monitored. In addition, oversight and improvement are further supported by the Directorate Equalities Delivery Group, provision of support and guidance for services on Equalities, Diversity & Inclusion, and the implementation of the Fair and Inclusive Action Plan.		The Corporate Equality Delivery Group, Cabinet, and Audit, Standards & General Purposes Committee oversee equality and welfare initiatives, including delivery of the Accessible City Strategy and the Anti-Racist Strategy. The Corporate Leadership Plan monitors three key actions on equality, diversity and inclusion, while workforce profile is tracked through as a key corporate performance indicator.	Internal Audit reviews (2023/24: Risk Management Actions; 2021/22: Welfare Discretionary Funding, Housing and Council Tax Benefits, Council Tax) provided substantial or reasonable assurance. The Department for Work & Pensions oversees the Household Support Fund. MHCLG and BEIS oversee energy and discretionary funds.	
Mitigation actions				
Continually review food insecurity and health implications via the Food Insecurity Group.				
Enable cross council and city collaboration to address poverty				
Deliver the Thriving Communities Investment Fund in support of the CVS across the City				
Automate the EIA process to ensure robust and consistent practice across the council				
Secure our re-accreditation as a City of Sanctuary and implement the associated Action Plan				

SR25	Risk title	Risk Owner	Current score	Target score
	Failure to use the council’s resources and capabilities to deliver the Council Plan and adapt to the evolving needs of the city	Director People & Innovation	25	20
Summary description				
A combination of factors such as lack of governance, strategic direction, and budget pressures, coupled with increasing service demand, the need for new technological skills, challenging industrial relations, and difficulties in retaining and recruiting skilled staff, all contribute to the risk of failing to deliver essential changes and services. This could negatively impact statutory duties, increase staff stress and sickness, and reduce the overall resilience and agility of the organization.				
Management controls		Oversight	Assurance	
The council manages resources and capacity to deliver its plan by ensuring robust decision-making during the budget process, providing funding for transformation programmes, and strengthening leadership through performance management and development programmes. Staff feedback is regularly reviewed, with actions agreed and monitored. Business planning identifies priorities and assigns responsibility, while HR collaborates with directorates to monitor workforce data and address capacity issues. Comprehensive wellbeing initiatives are offered, and there is a dedicated role to manage trade union relations.		The Corporate Leadership Team (CLT) provides oversight of governance arrangements and, alongside Directorate Leadership Teams (DLT), manages a portfolio of transformation programmes such as Digital, Data & Technology, Workspace Innovation, and People and Culture Change programmes. These include initiatives like the “Our People Promise” and efforts to promote a fair and inclusive workplace. Collaboration is further strengthened through joint working with the City Management Board, and the Cabinet has oversight of key policy priorities.	Local Government Association Corporate Peer Challenge in 2025 with a focus on Culture, Leadership and Industrial Relations. Internal Audit reviews in 2023/24 (Organisational Capacity – Workforce Strategy and Management, Performance Development Plans and 1:1s), 2021/22 (Agency Staff Contract), 2020/21 (Recruitment, Working Time Directive), and 2018/19 (Personal Service Companies, Wellbeing Project) provided reasonable or substantial assurance on workforce and management processes.	
Mitigation actions				
Devise a pipeline of potential technology pilots that can drive service efficiencies and savings using innovative tech; execute as directed by CLT; and produce candidate savings and execution plans for 2026/27				
Deliver Our People Strategy to ensure the council has the diverse workforce needed to deliver council plan priorities, statutory and essential functions within our Learning Organisation framework				
Deliver a culture change programme to align culture with the council's missions and priorities				
Build organisational capacity by equipping staff with critical skills aligned with the council's transformation and innovation goals and strategic priorities.				

SR29	Risk title	Risk Owner	Current score	Target score
	Failure to manage contracts to ensure value for money and achieve the best outcomes for the city	Director Property & Finance	20	16
Summary description				
Ineffective procurement activity, contract management and contract performance oversight may lead to sub-optimal service outcomes, financial irregularity and losses, non-compliance with the Procurement Act 2023 and reputational damage.				
Management controls		Oversight	Assurance	
Contract Standing Orders, a Contract Management Framework, and a suite of tools and templates guide procurement and contract management. Staff receive procurement and fraud awareness training, and a supplier code of conduct is in place.		Major contracts are reviewed in a forward plan by CLT, with internal audit findings presented to the Audit, Standards & General Purposes Committee. A Contract Performance Hub is in development.	Internal Audit reports (2024/25: findings on contract management across four non-opinion pieces, three partial opinion reviews, and school audits) highlighted areas for improvement. Statutory regulatory control for contracts over £5m, with annual performance indicator reviews and public reporting. Annual external audit reviews the Council’s value for money arrangements.	
Mitigation actions				
Maintain the Contract Management Framework, including changes required by new procurement regulations, compliance with standing orders and implement improved oversight over contract management across the council.				
Introduce a new way of managing and monitoring contract in Brighton and Hove to improve standards and increase visibility of contract performance and risk.				
Review third party spend across the organisation and develop strategies to ensure value for money.				

SR38	Risk title	Risk Owner	Current score	Target score
	Failure to take effective action to increase our city’s resilience to climate change, improve biodiversity and transition to net zero	Corporate Director City Operations	20	15
Summary description				
The climate is changing due to man-made greenhouse gas emissions. Climate change will bring costly and potentially catastrophic impacts to Brighton & Hove’s infrastructure, communities, economy, natural environment and quality of life over the next decades. The timing and intensity of these risks is unpredictable but inevitable.				
Management controls		Oversight	Assurance	
The Carbon Neutral Programme and annual progress reports track climate action across multiple domains. Updated plans for climate and nature action, flood risk, fuel poverty, and decarbonisation are in place. The council manages significant downland for biodiversity and water protection and delivers infrastructure through planning and partnership schemes.		Cabinet leads for transport and net zero oversee relevant functions, with the Living Coast Biosphere Delivery Board managing the biosphere strategy. The Sustainability Checklist and Local Transport Plan support decision-making.	The Environment Agency receives monthly reports on flood risk spending and monitors schemes such as coastal protection and sustainable drainage. Local Air Quality Management reports are regularly submitted to Defra. Internal Audit reviewed the Carbon Reduction Programme (2023/24), providing reasonable assurance.	
Mitigation actions				
Enhance and preserve the city's parks, trees and green spaces to keep them safe and attractive for residents and visitors and increase biodiversity.				
Increase resilience of the city for Surface Water Flooding, Ground Water Flooding and the impact of climate change				
Implement the objectives of the City Downland Estate Plan (CDEP) to protect and enhance the land for future generations.				
Develop the Fleet Strategy and deliver fleet replacement plan to ensure sustainable service delivery				
Develop a new programme to address the climate and biodiversity emergencies and help the city transition to carbon net zero.				

SR39	Risk title	Risk Owner	Current score	Target score
	Failure to maintain and demonstrate the building and fire safety of council homes	Corporate Director Homes & Adult Social Care	25	20
Summary description				
As a landlord, it's important that the housing we provide to our residents is safe and free from any hazards, including: building safety, fire safety, gas safety, electrical safety, water safety, lift safety and asbestos. Failure to maintain our council homes to the required standards or provide evidence of our compliance with regulations could have significant impacts on the health and wellbeing of our residents.				
Management controls		Oversight	Assurance	
Dedicated workstreams address fire, water, asbestos, electrical, gas, lifts, and building safety. The Housing Safety and Quality Assurance Group and Housing Compliance Board oversee compliance, with regular risk assessment reviews.		Weekly, monthly, and biannual update reports are provided to leadership, Cabinet, and committees, with regular scrutiny by the Place Overview & Scrutiny Committee. The Corporate health, safety and wellbeing Board oversee health & safety compliance.	Monthly meetings are held with the Regulator of Social Housing, including sharing of performance trackers. Internal Audit Position Statement on Housing Health and Safety Regulations (2024/25, January 2025).	
Mitigation actions				
Deliver Planned and Major Works Capital Programmes to ensure our housing assets are maintained, improved and kept in a good state of repair.				
Invest in building and fire safety to meet duties under the Building Safety Act and new Fire Safety (England) Regulations and ensure we are compliant with Health & Safety.				
Embed the new Health & Safety oversight arrangements to monitor compliance and drive improvements of health, safety and wellbeing performance and practice across the council				
Review the approach to collection, recording, review and use of stock condition information to ensure full compliance with Regulator of Social Housing Consumer Standard requirements by 30th April 2025				

SR40	Risk title	Risk Owner	Current score	Target score
	Failure to maintain a clean and safe city	Corporate Director City Operations	16	12
Summary description				
Inability to maintain the city streets - cleanliness, pavements, roads, weeds, etc. will impact the look and feel of the city and people's experience. This will directly impact the reputation of the city, and council, potentially impacting the level of investment, tourism, funding etc. Something about roads, pavements etc.				
Management controls		Oversight	Assurance	
The Highway Asset Management Plan, City Environment Improvement Programme Board, and service budget monitoring ensure prioritised spending. Transformation programmes and cross-council groups manage events and environmental improvements.		Progress on delivery of plans is reported to CLT and Members, with KPIs monitoring waste, recycling, and road conditions. The Capital Programme Board and Safety Advisory Group provide further oversight.	External groups such as the Local Authorities Events Organisers Group and DfT monitor key programmes, with the Independent Seafront Development Board overseeing seafront development.	
Mitigation actions				
Deliver the City Environmental Improvement Programme to develop a sustainable, efficient waste management service with a focus on minimising waste and keeping the city clean and attractive.				
Lead the city’s major regeneration portfolio to protect and enhance the environment and attract investment				
Develop and launch a new City Transport Plan setting out a long-term vision for the city’s transport network including a better connected network integrating the different modes of transport				
Continue to develop and enhance the Highway Asset Management Framework to manage asset condition, deliver planned maintenance programmes and improve public safety on the highway.				
Commission single homelessness and rough sleeper supported accommodation to provide support for people to transition towards independent living.				

SR41	Risk title	Risk Owner	Current score	Target score
	Failure to maintain and demonstrate the health & safety compliance and fire safety of the council's commercial property	Director Property & Finance	16	12
Summary description				
As a landlord, it's important that the commercial property we provide is safe and free from any hazards, including: building safety, fire safety, gas safety, electrical safety, water safety, lift safety and asbestos. Failure to maintain our property to the required standards or provide evidence of our compliance with regulations could have significant impacts on the health and wellbeing of tenants and users using our properties.				
Management controls		Oversight	Assurance	
Managing agents collect compliance data, with monthly meetings and dashboards. Project boards and new contract management processes are in place for key properties.		Regular reports are made to Directorate and Corporate Leadership Teams, with a Health & Safety Advisory Board in place. The Corporate health, safety and wellbeing Board oversee health & safety compliance.	An internal audit is planned for 2025/26 to review compliance arrangements.	
Mitigation actions				
Develop and establish KPI reporting process within contracts to ensure value for money and assurance over compliance				
Develop and deliver a communication campaign on health & safety requirements and responsibilities for current tenants				
Develop a welcome pack from new tenants outlining their responsibilities with regards to health & safety including details on how to provide compliance data				
Strengthen governance arrangements to improve oversight and decision-making within projects				
Embed the new Health & Safety oversight arrangements to monitor compliance and drive improvements of health, safety and wellbeing performance and practice across the council				

SR42	Risk title	Risk Owner	Current score	Target score
	Failure to deliver on or maximise opportunities of Devolution in the best interests of Brighton & Hove	Director Governance & Law	12	8
Summary description				
In December 2024, the government announced plans to replace District and County Councils with larger unitary Councils of at least 500,000 people. The English Devolution White Paper outlines devolved responsibilities, including transport, skills, housing, economic development, environment, health, public service reform, and public safety. Brighton & Hove, East and West Sussex are part of the priority programme for establishing a Mayoral Combined County Authority by May 2026, with Brighton & Hove hosting the mayoral election.				
Management controls		Oversight	Assurance	
The Devolution & LGR Programme Board oversees the programme plan and risk register, with internal engagement and horizon scanning. Brighton’s interests are represented in national conversations.		Progress is reported to CLT, Cabinet, Overview & Scrutiny Committee, and through member briefings and meetings.	Internal audit is planned for 2025/26, and regular meetings are held with the Ministry of Housing, Communities & Local Government on devolution matters.	
Mitigation actions				
Work with neighbouring authorities to establish the Sussex & Brighton Mayoral County Combined Authority and prepare for mayoral elections.				

SR43	Risk title		Risk Owner	Current score	Target score
	Failure to maximise the opportunities of Local Government Reorganisation in the best interests of Brighton & Hove		Head of Cabinet Office	12	8
Summary description					
While Brighton & Hove, as a unitary authority, is not required to undergo reorganisation, East and West Sussex are subject to this process, potentially impacting Brighton & Hove. Consequently, Brighton & Hove has been invited to submit a proposal. The government emphasises that local government reorganisation should not delay devolution and that both processes should complement each other.					
Management controls		Oversight	Assurance		
Progress is tracked by the LGR & Devolution Programme Board, with public consultation on proposals.		Updates are provided to CLT, Cabinet, Overview & Scrutiny Committee, and through member briefings.	No assurance activities have been conducted at this time.		
Mitigation actions					
Develop and consult on proposals for Local Government Reorganisation to achieve the best outcomes for the city and the region					

SR44	Risk title	Risk Owner	Current score	Target score
	Failure to maintain and demonstrate the health & safety compliance and fire safety of the council's operational property	Director People & Innovation	16	12
Summary description				
As an employer and a landlord, it's critically important that the premises we own and provide to our staff, service users and members of the public, is secure, compliant, safe and free from any hazards, including all regulatory compliance disciplines e.g. building safety, fire safety, gas safety, electrical safety, water safety, lift safety, asbestos, etc. Failure to maintain our council premises to the required standards or provide evidence of our compliance with regulations, could have significant impacts on the council’s reputation, financial sustainability, political positioning and health, safety, welfare and wellbeing of our staff, premises users and members of the public.				
Management controls		Oversight	Assurance	
Internal audits are conducted by the Health & Safety team, with a dedicated Fire Risk Assessor and reputable contractors for all disciplines. A Compliance Manager ensures adherence to schedules, and a dedicated role manages Legionella contracts.		The Corporate health, safety and wellbeing Board oversee health & safety compliance.	No assurance activities have been conducted at this time.	
Mitigation actions				
Embed the new Health & Safety oversight arrangements to monitor compliance and drive improvements of health, safety and wellbeing performance and practice across the council				
Invest in building and fire safety to meet new duties under the Building Safety Act and new Fire Safety (England) Regulations to ensure Health & Safety compliance through increasing personnel in associated teams and maintenance budgets to ensure they are adequate and sufficient.				
Continue to invest in required technologies such as Computer Aided Facilities Management (CAFM) system and associated personnel resource to bring operational efficiencies and data oversight for compliance and maintenance related tasks.				
Working with strategic property and finance colleagues ensuring a ‘one council’ approach in decision making and effective use of property portfolio				