

Brighton & Hove City Council

Corporate Risk Register 2010/11 updated by TMT 12 May 2010

Key to Risk & Opportunity Scores:

Likelihood – 1 (Almost Impossible), 2 (Unlikely), 3 (Possible), 4 (Likely), 5 (Almost Certain)

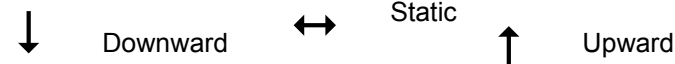
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Risk No.	Risk Summary	Risk Scenario <i>A potential or actual risk or opportunity which needs to be managed in order to better achieve the Council's objectives</i>	Potential Consequences of the Risk or Opportunity	Control Actions include (but are not limited to)	Likelihood (L) Score	Impact (I) Score	Risk Score L x I (Dot indicates RAG rating)	Officers (Bold denotes Risk Owner, plain text details lead practitioner)	Council Priority
2	FINANCIAL OUTLOOK FOR THE COUNCIL	Projections of reduced funding from central government, combined with reductions in income streams and increased spending due to the prevailing national and economic climate may be greater than anticipated	Overspends within the financial year and higher savings targets may result in unplanned changes to service delivery	*Robustness of budget/adequacy of reserves review *Regular income collection, monitoring and reporting *Contingency planning for falling budgeted investment income *Extensive Value for Money reviews to deliver future savings *Monitor developments in grant distribution and lobby as appropriate	5 ↔	4 ↔	20 ● RED	Director of Finance & Resources , Head of Strategic Finance & Procurement, Assistant Director Financial Services	2
3	LONG TERM FUNDING FOR EDUCATIONAL PREMISES	To address the long term implications of the condition and deterioration of its educational premises in relation to delivering 21st century education the council is considering, evaluating and pursuing the available options e.g. Building Schools for the	If the council does not gain extra investment, the city's educational offer, curriculum and premises may not be as good as other cities in the	* Cabinet approval for Director of CYPT and Director of Finance & Resources to agree to the submission of BSF Readiness to Deliver submission once requested by Partnership for Schools (PfS) * Falmer Academy building started Nov 2009 due for opening Aug 2011 with final completion in Feb 2012	5 ↔	4 ↔	20 ● RED	Director of Children's Services , Schools Futures Project Director	2

Council priorities:

- 1 = Protect the environment while growing the economy
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148		Future (BSF), Primary Strategy and the Academy, to secure maximum investment for city schools	region which have been able to access funding	* Expansion of existing primary schools agreed * Portslade Community College Academy Statement of Intent agreed, Expression of Interest in development , Community consultation started * Two possible sites for new primary schools under consideration					
5	BRIGHTON CENTRE	The council will need to retain its partnership with Standard Life Investments in order to deliver a world-class replacement for the current convention centre. A Heads of Terms agreement with Standard Life has instigated a period of feasibility work in 2010	If the Brighton Centre is not redeveloped the city will lose its reputation as a leading conference destination and this will have a detrimental impact on the local economy.	*Current levels of commitment are high, but careful management by the council of their relationship with Standard Life will be needed to retain their interest and commitment over the coming months. *Dedicated project management resource and a council Officer Steering Group to work in tandem with Standard Life's Design Team to oversee project and to	5 ↔	4 ↔	20  RED	Director Housing, Culture & Enterprise, Major Projects Team	1

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149		during which time it is hoped that a jointly agreed, financially viable and deliverable scheme can be identified.		contribute to the work of the design team in developing a viable scheme which meets the agreed client briefs. *Continue to ensure Standard Life's compliance with the agreed procurement protocol. *Completion of first stage feasibility study to identify and design a viable scheme.					

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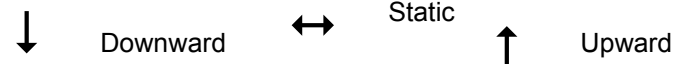
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150	MAJOR PROJECTS	The international financial climate could result in fewer investment opportunities for the city and may have a direct impact on the ability to secure funding to deliver high quality and sustainable developments on key infrastructure sites throughout the city	If major projects do not proceed as anticipated, investors may opt to invest elsewhere to the detriment of the city's local economy and prospects for local residents	* Major Projects Team lead and manage on behalf of the council, together with other public and private sector partners, the implementation and delivery of key infrastructure projects. * Performance management of project plans against agreed targets & milestones * Regular meetings with Partners to identify key issues which affect developments in the city and to identify how best and to what extent the council can support continued progression of such developments, e.g. pragmatic extensions of project timetables and review of the 'mix of uses' of project schemes in order to improve the financial viability of developments	4 ↕	4 ↕	16  RED	Director Housing, Culture & Enterprise, Major Projects Team	1

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151 19 N e w	EFFECTIVELY MANAGING TRANSFORMATION	In any period of significant organisational change, the following aspects need careful management: <u>Financial</u> * control of current year spend * effectively planning for 11/12 budget <u>Safeguarding</u> * systems need to be clear and robust <u>Governance & Accountability</u> * Clear roles & responsibilities <u>Staffing Resources</u> * Ensuring staff availability is controlled & at appropriate levels	* Service disruption during change process unless managed well * Timescales affected * Additional overspends and financial risk.	* Robust project planning * Constant focus on all risks & opportunities via active risk review and management, co-ordinated across project streams * Fortnightly budget group meetings * Reports planned for Governance Committee, Cabinet and Council * Communications and engagement work	4 New	4 New	16  RED	Chief Executive, All Directors	All

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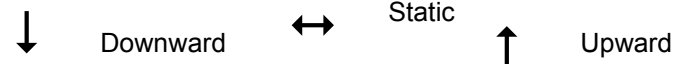
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13	WASTE REDUCTION & DISPOSAL	Increasing legislation and financial penalties for waste disposal requires sustainable & cost-effective solutions to minimise waste and waste disposal	Impact of increased costs of waste disposal on council tax and potential reduction of funds available for other council service delivery	* Council has been active in lobby group to persuade DEFRA to change definition of waste legislation * Regular monitoring of legal and regulation changes affecting contract * Council's Municipal Waste Management Strategy was adopted in March 2010. It sets out action plans to reduce waste and increase recycling * Project Management of Waste PFI Contract	3 ↕	4 ↕	12  AMBER	Director of Environment, Assistant Director City Clean and Parks	2
20	INFORMATION GOVERNANCE	The council holds information relating to its citizens and must ensure sufficient governance and a culture of ownership and accountability, to prevent inappropriate disclosure of citizens' data	* Citizen safety compromised * Reputational damage * Legislative implications of personal records being breached	* Work underway to develop Corporate Management Information Strategy * Compliance with national requirements e.g. Government Connects (GCSx) * Agreement that each Directorate will self-audit practice and develop action plans as required	4 New	3 New	12  AMBER	Director of Finance & Resources	All

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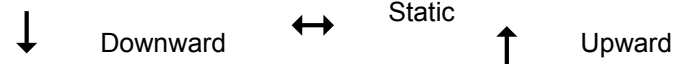
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153	COUNCIL HOUSING STOCK CONDITION	For the council to meet the Decent Homes Standard by the end of 2013, significant financial investment is required beyond the council's current resources	Challenge to meet all aspects of the DHS by the end of 2013. Significant investments required beyond the councils resources	* New 10 year contract approved by Cabinet July 09, contract exceeds financial efficiency targets in HRA business plan * Mobilisation programme completed, contract commences April 2010 *3 year investment programme developed to achieve just under 75% Decency by March 2011 and 90% by March 2013. Cabinet approval in February 2010 for 2010/11 investment programme. * Cabinet approval in February 2010 to pursue leasing arrangements to the Local delivery vehicle via the general consents route, whilst leaving open our application to the Secretary of State for express consents * Financial and commercial offer presented to the board of Brighton & Hove Seaside Community Homes on 12 February 2010	4 ↕	3 ↕	12 ● AMBER	Director Housing, Culture & Enterprise, Assistant Director Housing Management	4

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154	EFFECTIVE PROCUREMENT PROCESS & CO-ORDINATED ORGANISATIONAL COMPLIANCE	Procurement practices are not consistently applied across the organisation	Value for Money and quality of service delivery may not be optimal, limited assurance on legal compliance, sustainability and best practice	*Implementation of revised corporate procurement strategy to co-ordinate approach *Continually updating the corporate register of contracts to inform procurement spend *Continual improvement, adaptation and roll out of the Procurement Toolkit which provides advice on Health & Safety, EU procurement, sustainability etc. *Continual liaison with legal services to ensure that legal requirements are met in procurement practice * Work to improve links with council services, contract officer forums and steering/focus groups	3 ↕	4 ↕	12  AMBER	Director of Finance & Resources Head of Strategic Finance & Procurement, Procurement Strategy Manager	2

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155	17 INVESTING IN THE CITY'S SUSTAINABLE FUTURE	The council is required to work with others to consolidate city wide action to better assure a sustainable future for the city and its community	Sustainable improvements and quality of actions taken now will impact on the community in the long term	<p>*City council 2010 sustainability priorities:</p> <ul style="list-style-type: none"> - 10:10 and a low carbon Brighton & Hove - Supporting the offshore windfarm - More electric vehicle charging points <p>*New Sustainable Community Strategy reflects these</p> <p>* City Sustainability Partnership (CSP) and Sustainability Cabinet Committee consider strategic, cross cutting issues</p> <p>*E-ON has presented re. offshore windfarm to Cabinet, Sustainability Conference and CSP</p> <p>* New programmes underway include Harvest, Climate Connections, and City wide 10:10 campaign to generate community engagement and action</p>	3 ↕	4 ↕	12 ● AMBER	Director Strategy & Governance, Head of Sustainability and Environment	4, 2

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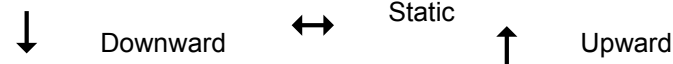
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156	PROTECTION OF VULNERABLE CHILDREN	Impact of unprecedented level of child protection activity on local arrangements to safeguard and protect vulnerable children resulting from national shifts in public perception, policy and practice following high profile cases (Baby P), the Laming Report recommendations and the introduction of the Public Law Outline	Increased activity is sustained, including high level of legal and placement costs, impacts on CYPT budget strategy, operational structures and partnership arrangements	*Existing CYPT service provision and detailed operational guidance *Pan Sussex Child Protection & Safeguarding Procedures (multi-agency working) * Review of Tiers of Intervention Underway *Interventions to strengthen service delivery and manage levels of demand including Value for Money/Impower work streams in the CYPT *Joint working with all partners on the Local Safeguarding Children Board	4 ↕	3 ↕	12  AMBER	Director of Children & Young People's Trust, Assistant Director Strategic Commissioning & Governance	2

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TMT agreed to remove the following Risks from the Corporate Risk Register

Risk No. Now removed	Risk Summary (CORPORATE RISK REMOVED)	Risk Scenario (CORPORATE RISK REMOVED)	Reason for removal from the Corporate Risk Register
		A potential or actual risk or opportunity which needs to be managed in order to better achieve the Council's objectives	
11	A DESERVED REPUTATION FOR EXCELLENCE AND A STAFF CULTURE TO DELIVER	The challenge is to improve residents' and partners' understanding of the city council's role and how we deliver outcomes for the city	Replaced by new Corporate Risk 19
14	EQUAL PAY	The council may receive challenge from trade unions and employees on how it has implemented revised pay schemes to deliver Equal Pay to comply with legislation and ensure and affordable outcome for tax payers	From January 2010 the council implemented new Single Status pay and grading. There remains some residual financial risk which is being monitored, but most aspects of implementation continue to be managed successfully

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