



**Brighton & Hove City Council Strategic Risk Register 2011/2012**  
Risks are set out in order of Initial Risk Score (a combination of likelihood and impact)  
See final page for information on risk scoring and terms used

Strategic Risk No.	Risk Title and Owner	Council Priority	Background and Risk Scenario and Potential Consequences A potential or actual risk or opportunity which needs to be managed in order to better achieve the Council's objectives (including contribution to the Sustainable Community Strategy)	Risk Category	Initial Likelihood (L) Score	Initial Impact (I) Score	Risk Score L x I (Dot indicates RAG rating)	Mitigating Controls and Actions currently include (but are not limited to)	Residual Likelihood (L) Score	Residual Impact (I) Score	Residual Risk Score L x I
1	Readiness for opportunities and impacts of localism <b>Strategic Director, Communities</b>	All	<p><b>Background:</b> The broad remit of the localism agenda provides opportunities for all councils to deliver public services in new ways. The implementation of intelligent commissioning needs to be designed to take advantage of this and also manage its risks and impacts.</p> <p><b>Risk scenario:</b> The potential consequences of not responding to the localism agenda include risks of lack of:</p> <ul style="list-style-type: none"> <li>• innovation and creativity in service redesign</li> <li>• community and partner support for the council's plans</li> <li>• skills and capacity to assess the costs and benefits of different options</li> </ul>	Professional/ Managerial/ Partnerships	4	5	20 <b>RED</b>	<ul style="list-style-type: none"> <li>▪ Intelligent Commissioning Board oversees development of new processes and includes partner and voluntary sector membership</li> <li>▪ Strategic Directors that look out, not in</li> <li>▪ New Community Engagement Strategy in place</li> <li>▪ Options for considering financial impacts of different service models being developed</li> </ul>	3	4	12 <b>AMBER</b>

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2	<b>Financial Outlook for the Council</b> <b>Director of Finance</b>	2	<p><b>Background:</b> The financial settlement for the whole of local government results in a 30% cash reduction in formula grant over the spending review period at national level, front loaded in 2011/12. The implications of changes to specific grant funding are complex to understand.</p> <p><b>Risk Scenario:</b> There is a risk that the 2011/12 budget plans will not be effectively implemented without close monitoring and review. A new focus is required for the development of strategies for the subsequent 3 years.</p>	Economic/ Financial	5	4	20  <b>RED</b>	<ul style="list-style-type: none"> <li>▪ Budget planning process for 2011/12 revised to identify significant additional savings</li> <li>▪ Reconciliation of all changes in specific grants and their impact</li> <li>▪ Rigorous implementation of VFM 2 programme and development VFM 3 plans</li> <li>▪ Review of all reserve requirements</li> <li>▪ Finance support for implementation of intelligent commissioning as part of plans to deliver savings from 2012/13</li> </ul>	4	4	16  <b>RED</b>

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3	Pace of public sector change  <i>Strategic Director, Resources</i>	All	<p><b>Background and Risk Scenario and Potential Consequences</b> A potential or actual risk or opportunity which needs to be managed in order to better achieve the Council's objectives (including contribution to the Sustainable Community Strategy)</p> <p><b>Background:</b> All public services are affected by national reductions in spending and the wider reform agenda.</p> <p><b>Risk scenario:</b> Financial constraints may adversely impact on the delivery plans of different organisations and will require more joined up planning to ensure that the impacts on the city are well managed.</p>	Customer/citizen	5	4	20  <b>RED</b>	<p>Effective prioritisation through the Sustainable Communities Strategy</p> <ul style="list-style-type: none"> <li>• Oversight by the PSB and LSP</li> <li>• Ongoing work on "Total Place"</li> </ul>	5	3	15  <b>RED</b>

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4	Ability to attract new capital investment in the City under the auspices of the City Council  <i>Strategic Director, Place</i>	2, 4, 5	<p><b>Background and Risk Scenario and Potential Consequences</b> A potential or actual risk or opportunity which needs to be managed in order to better achieve the Council's objectives (including contribution to the Sustainable Community Strategy)</p> <p><b>Background:</b> The council has a significant role to play in championing the City economy. It can use its own land and property portfolio to contribute to this and also use a range of policy levers for example in respect of housing, planning, leisure and tourism.</p> <p><b>Risk scenario:</b> If the council does not do this effectively there is a risk the city fails to attract inward investment, its reputation is affected and it does not make optimal use of its own assets.</p>	Economic/ Financial	4	4	16  <b>RED</b>	<ul style="list-style-type: none"> <li>▪ Review of major projects to assess: project objectives; viability, deliverability &amp; value for money.</li> <li>▪ Review of asset management strategy to provide commercial benchmarks to decision-makers.</li> <li>▪ Re-commissioning planning enabling &amp; economic development to enhance the capacity to manage development and investment opportunities.</li> </ul>	3	4	12  <b>AMBER</b>



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5	City wide employability <i>Strategic Director, Place</i>	1, 4, 5	<p><b>Background:</b> The Council has an important role in supporting education and training providers in strengthening the labour force offer to employers &amp; in addressing the legitimate employment aspirations of local communities.</p> <p><b>Risk Scenario:</b> Failure to do this effectively could impact on the performance of the city's economy and employment resilience. There would be social and economic costs for individuals and overall costs to the public purse.</p>	Physical	4	4	16 <b>RED</b>	The council continues to work via the Public Service Board (PSB), Local Strategic Partnership "LSP" (Economic Partnership) & the Learning & Education Partnership with education, training & employment agencies including: <ul style="list-style-type: none"> <li>Promoting the City as a business location;</li> <li>Supporting the analysis of employer skills needs information;</li> <li>Informing the business planning of education, training &amp; employment agencies;</li> <li>Co-ordinating public sector policy &amp; interventions which optimise opportunities particularly for disadvantaged people.</li> </ul>	3	4	12 <b>AMBER</b>

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9	Safeguarding vulnerable members of our community, including looked after children  <i>Strategic Director, People</i>	5, 2, 4	<b>Background:</b> Increased awareness of risk within the community leads could lead to an unmanageable level of referrals to social care particularly below the accepted threshold.  <b>Risk Scenario:</b> If this happened it would reduce the council's ability to respond in a timely manner to the needs of the most vulnerable.	Customer/ citizen	3	5	15   <b>RED</b>	<ul style="list-style-type: none"> <li>Revised processes being put in place to manage work of Local Safeguarding Children Board (LSCB) to ensure it is more responsive, and that the wider system understands thresholds.</li> <li>Review of children and adult quality assurance mechanisms, and supporting staffing structures.</li> <li>Looked After Children (LAC) a clear corporate priority with regular updates to Elected Members on their Corporate responsibilities.</li> </ul>	3	4	12   <b>AMBER</b>

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7	One Council, open and transparent <b>Strategic Director, Resources</b>	5	<p><b>Background and Risk Scenario and Potential Consequences</b> A potential or actual risk or opportunity which needs to be managed in order to better achieve the Council's objectives (including contribution to the Sustainable Community Strategy)</p> <p><b>Background:</b> The council must ensure openness and transparency, and a corporate approach to good data management and information governance.</p> <p><b>Risk Scenario:</b> Failure to do so could mean that citizens and partners do not trust the council's decision making and use of resources. This could lead to sub-optimal decision making and a lack of effective engagement with stakeholders.</p>	Customer/ Citizen	3	4	12  <b>AMBER</b>	<ul style="list-style-type: none"> <li>▪ Participation in LSP and PSB</li> <li>▪ Head of ICT has been designated as the Council's Chief Information Officer</li> <li>▪ The first stage of the redesign of the council's website has been undertaken</li> <li>▪ The information governance arrangements and information management strategies are being revised</li> </ul>	3	3	9  <b>AMBER</b>

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8	<b>Promoting a sustainable city</b>  <b>Strategic Director, Place</b>	1, 2, 5	<p><b>Background and Risk Scenario and Potential Consequences</b>  A potential or actual risk or opportunity which needs to be managed in order to better achieve the Council's objectives (including contribution to the Sustainable Community Strategy)</p> <p><b>Background:</b> The Council has an important civic leadership role in:</p> <ul style="list-style-type: none"> <li>a) Contributing to national carbon reduction objectives &amp; targets;</li> <li>b) Take up of renewable energy &amp; other city wide infrastructure investment opportunities;</li> <li>c) Promoting the City's brand &amp; positive reputation.</li> </ul> <p><b>Risk Scenario:</b> If the council does not fulfil this effectively there is a risk that the City's economy and infrastructure does not achieve competitive advantage resulting in relatively higher public and commercial sector operating costs. It would also impact on the council and city's reputation.</p>	Environmental/ Sustainability	3	4	<b>12</b>  <b>AMBER</b>	<p>The Council continues to work via the PSB &amp; LSP (Sustainability Partnership) to develop sustainable investment strategies &amp; initiatives including:</p> <ul style="list-style-type: none"> <li>▪ Implementing the adopted Sustainable City priorities for 2010;</li> <li>▪ Promoting the 10:10 commitments as a council and city-wide</li> <li>▪ Enabling the planned offshore wind farm development &amp; maximising the economic benefits</li> <li>▪ Reducing waste landfill</li> <li>▪ Devising investment proposals to increase the proportion of residential &amp; commercial building returning energy to the grid</li> </ul>	3	3	<b>9</b>  <b>AMBER</b>



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Risk Scoring

The City Council uses this risk matrix to “score”, i.e. assess the likelihood and impact of the risk scenario occurring and its potential consequences if it did, and how it would affect achievement of the council’s objectives.

LIKELIHOOD	MOST LIKELY IMPACT				
	Insignificant (1)	Minor (2)	Moderate (3)	Major (4)	Catastrophic (5)
Almost Certain (5)	5	10	15	20	25
Likely (4)	4	8	12	16	20
Possible (3)	3	6	9	12	15
Unlikely (2)	2	4	6	8	10
Almost Impossible (1)	1	2	3	4	5

Terms Used

- Strategic Risk Register – a document which details the current prioritised issues which affect the achievement of the Council’s objectives, including in relation to its work with others across the city to address city priorities
- Strategic Risk No. – a unique number allocated to each strategic risk. As these risks are managed, these unique risks may be removed from the Strategic Risk Register and in that case, a gap in sequential numbering will arise
- Risk Scenario – a potential or actual risk or opportunity which needs to be managed in order to better achieve the council’s objectives
- Potential Consequences – those which may arise if the risk scenario occurs
- Initial Likelihood/Impact Scores – the initial score for the risk scenario before the current Mitigating Controls and Actions are considered
- RAG rating – a way to colour code risks to prioritise them. “RAG” derives from the initials of Red, Amber, Green although for risk management it is common to have the extra colour of Yellow
- Mitigating Controls and Actions – these are already in place and operating to reduce/mitigate the likelihood and/or impact of the risk scenario and potential consequences
- Residual Likelihood/Impact Scores – assessed after taking into account the Mitigating Controls & Actions to provide a more “realistic” prioritisation of risks compared against each other
- Risk Category – there is a standard list of risk categories which are designed to ensure a “rounded” consideration of risks from a number of different perspectives. By recording the Risk Category, it enables analysis across the risks contained in a risk register

