





# Brighton & Hove City Council

## Strategic Risk Assessment Report

Risk Category - BHCC Strategic Risk;

ROM Issue:	Becoming a more sustainable city	Responsible Officer:	Geoff Raw
		Risk Code:	SR8

### Identified

The council has an important civic leadership role in working with others to prepare the city for the impact of severe weather events and mitigate the long term impact of climate change. This includes:

- \* working with the Environment Agency to review and manage the risks of coastal and surface water flooding;
- \* strengthening the resilience of the city's energy, waste management, water and land resource arrangements;
- \* improving the environmental performance of council buildings and facilities;
- \* reducing any adverse environmental impacts arising from the operation and delivery of council services.

### Potential Conseq

Depending on the council's actions, it may affect:

- \* compliance with our commitment to be a One Planet City
- \* the ability to attract inward investment and environmental industries to the city
- \* maintenance of essential routes and services with particular implications for vulnerable residents and businesses in vulnerable locations
- \* the city's long term resilience to potential increases in the costs of food, energy and travel
- \* performance against agreed targets and compliance with environmental legislation e.g. air quality

### Initial:

Significant



**Risk Identified Date:** 8/5/2013

### Risk Category:

BHCC Strategic Risk  
Environmental / Sustainability

### Existing Controls:

- \* One Planet Living principles adopted for the city and establishment of a city-wide One Planet Board to oversee implementation of One Planet Living action plan;
- \* Actions and opportunities arising from gaining UNESCO Biosphere\* status and becoming a world demonstrator for sustainability;
- \* Environmental performance reporting and improvement actions;
- \* Targets and standards introduced as part of the sustainable and ethical procurement process.
- \* The economic strategy & the emerging City Deal proposals for Eco Tech development

### Revised:

Significant



**Date Modified:** 10/6/2014

provide opportunity to reduce the environmental footprint of the city's economic activity and develop products and services which can positively influence environmental management across global markets;

- \* Continuing partnership with East Sussex County Council to reduce landfill as a result of the Energy Recovery Facility at Newhaven.
- \* Living Wage introduced at Council and encouraging other businesses to follow suit in the city, as part of Living Wage Commission (chaired by Chamber of Commerce);
- \* Carbon Management Programme Board in place to oversee internal carbon reduction;
- \* Carbon budgets are reviewed with clear action plans to meet targets
- \* Agreement for council targets on water, waste and sustainable/ethical procurement minimum standards and the installation of monitoring equipment;
- \* Installation of metering of water and energy on council premises to reduce waste;

**Effectiveness of Controls:** Adequate



**Issue Type:** Threat  
**Risk Treatment:** Treat,Treat

- Solutions:** SR8 Risk Action: Review recycling opportunities, notably food waste  
 SR8 Risk Action: Work to achieve results set out in council's VFM programmes on Carbon reduction to improve the council's own environmental performance; and establish annual council carbon budget  
 SR8 Risk Action: Continue to work with key statutory agencies and energy providers, eg Southern Water and N Power, to reduce waste, improve efficiency and tackle fuel poverty  
 SR8 Risk Action: Investigate scope for refurbishment and maintenance of council property to incorporate energy and water performance measures, and other improvements eg, photovoltaic devices  
 SR8 Risk Action: Complete the Local Bio-Diversity Action Plan and work to deliver the Biosphere Reserve as detailed to UNESCO  
 SR8 Risk Action: Implement the One Planet Living Action Plan  
 SR8 Risk Action: Explore Green Deal and ECO investment approach with neighbouring authorities  
 SR8 Risk Action: Continue work with partners with aim of implementing a major energy efficiency improvement in homes across the city through HM Government's Green Deal

<b>ROM Issue:</b>	Information Governance Management	<b>Responsible Officer:</b>	Executive Director SR10 Finance & Resources & Senior Information Risk Owner (SIRO)
		<b>Risk Code:</b>	

**Identified** The council must operate to a high standard of information governance and information management within the overall context of openness and transparency. The Cabinet Office has implemented new and stringent technical IT security standards that allow access to the national Public Services Network (PSN). Alongside this it has put in place a "zero tolerance" policy for those organisations that fail to meet the standards. The taking on of Public Health responsibilities and the need to integrate Adult Social Care and Health services will also place new requirements on the safe and secure management and sharing of information.

**Potential Conseq** The council recognises that if it fails to manage data effectively then :  
 \* Individuals may suffer loss or damage  
 \* The council may suffer loss of reputation, financial penalties and/or other enforcement penalties  
 \* It may result in a loss of trust in the council by citizens and partners and sub-optimal decision making  
 \* The Council risks cut off from PSN if it does not meet security requirements which would be business critical for many services

<b>Initial:</b>	High		<b>Revised:</b>	Significant	
<b>Risk Identified Date:</b>	8/5/2012		<b>Date Modified:</b>	24/10/2014	
<b>Risk Category:</b>	BHCC Strategic Risk Legislative				
<b>Existing Controls:</b>	* Information Management Board oversees this risk and provides leadership on Information Management good practice to ensure the council acts upon its legal obligations under the Data Protection and Freedom of Information Acts; * Open Government Licence implemented to support open government agenda and				

records management;

\* Code of Connection compliance was achieved in August 2014. Compliance is annually reassessed and additional security standards are brought into effect each year;

\* Freedom of Information requests now available through What Do They Know national website;

\* An Information Audit has been undertaken across the organisation;

\* A new Information Governance training package has been developed and is now being rolled out

\* New Data Centre procurement project is underway;

\* Information Management Board identified funding to meet increased technical security compliance standards. The requirements are implemented through the CoCo project.

**Effectiveness of Controls:** Uncertain

**Issue Type:** Threat

**Risk Treatment:** Treat,Treat


**Solutions:** SR 10 Risk Action: Review, re-write and re-launch all information management and security policies to ensure a deeper understanding of individual staff and Member responsibilities in respect of protecting personal and sensitive information  
 SR 10 Risk Action: Refreshed and updated the Information Governance training package and made it available to staff via elearning  
 SR 10 Risk Action: Continue to deliver CoCo project programme of works as agreed by Information Management Board  
 SR 10 Risk Action: Deliver improved communications plan with staff and Members  
 SR 10 Risk Action: Undertake a corporate-wide Information Audit to establish an up to date corporate information asset register  
 SR 10 Risk Action: Sharing of best practice across SE7 authorities particularly for remote access  
 SR 10 Risk Action: Business continuity arrangements are being reviewed and updated, then to be considered by decision makers and communicated to services

<b>ROM Issue:</b>	<b>Housing Pressures</b>	<b>Responsible Officer:</b>	<b>Geoff Raw</b>
		<b>Risk Code:</b>	<b>SR21</b>

**Identified** The increasing demands for housing continues to outstrip new supply and as a consequence accommodation is becoming less affordable notably in central city areas relative to the local wage rates. Housing is particularly acute for low income families. There are also significant needs associated with an ageing population and more dependant households. Student numbers are also forecast to grow and have a significant impact on the existing residential communities and, in terms of affordable rents for non-student households, local character and impact on neighbourhood amenity.

**Potential Conseq**

1. The city is constrained in its capacity to accommodate economic growth and sustainable development objectives.
2. The city council is unable to meet it's strategic housing and planning policy objectives and statutory homelessness obligations.
3. The shortage of homes to meet the accommodation requirements of elderly and vulnerable people which can have an adverse impact on social care provision and cost pressures.

**Initial:** High  **Revised:** Significant   
**Risk Identified Date:** 5/6/2014 **Date Modified:** 10/6/2014

**Risk Category:** BHCC Strategic Risk  
 Environmental / Sustainability

**Existing Controls:** The Council's Housing Strategy sets out objectives and a 4 year action plan. This is currently under review. The City Plan also sets out housing supply figures.  
 Key controls include:

1. A housing allocation policy which targets the provision (c. 500 Council house lettings p.a) and nomination of affordable housing to priority households .
2. Long term private sector housing lettings with private landlords in the city and wider city region.
3. A 'New Homes for Neighbourhoods' estate regeneration programme to deliver new affordable homes in the city.
4. Tenancy sustainment initiatives particularly for more vulnerable people.

- 5. Exploration of off-plan acquisition to support provision of new supply and affordable housing planning policy.
- 6. Investment schemes to upgrade existing sheltered housing and provide new bespoke housing (e.g. Extra Care).
- 7. Continued work with Registered Social Landlords to support housing led regeneration initiatives

**Effectiveness of Controls:** Adequate

**Issue Type:** Threat  
**Risk Treatment:** Treat

**Solutions:** SR21 Risk Action: Exercise Duty to Co-operate with Neighbouring Authorities to address the shortfall in housing supply that is not deliverable in Brighton & Hove  
 SR21 Risk Action: Investigate options to procure more housing for affordable rented and shared ownership use  
 SR 21 Risk Action: Work through City Deal with regional partners & LEP to promote Economic development incl. increased sub-regional working to meet housing need  
 SR 21 Risk Action: Continue to track numbers of Right to Buy Purchases; student houses; HMOs in specific areas and across city  
 SR21 Risk Action: Consider use of New Policy Article 4 a) allocates sites for purpose built housing; and b) manages properties to meet student housing needs  
 SR21 Risk Action: Investigate options for council resources to develop finance expertise to increase council's ability to negotiate effectively with developers and local private agents re. schemes for housing and to provide affordable housing  
 SR21 Risk Action: HRA stock improvement & estate regeneration initiative (New Homes for Neighbourhoods) to increase affordable housing supply  
 SR21 Risk Action: Act on outcome of joint partners' bid for £59M for extra care housing to address social care residential needs as part of 2015-18 Affordable Housing Programme  
 SR21 Risk Action: Explore options with universities to improve student accommodation provision to meet forecast growth in student numbers.  
 SR 21 Risk Action: Greater Brighton Economic Board, City Deal & regional working to find housing solutions.  
 SR 21 Risk Action: Affordable housing policy to be adopted

**Risk Treatment:**

Treat