





# Brighton & Hove City Council

## Strategic Risk Assessment Report

Risk Category - BHCC Strategic Risk;

ROM Issue:	Modernising the Council	Responsible Officer:	Penny Thompson
		Risk Code:	SR22

**Identified** Brighton & Hove City Council's Corporate Plan 2011-15 has four priorities, namely:

- \* tackling inequalities;
- \* creating a more sustainable city;
- \* engaging people who live and work in the city; and
- \* modernising the council.

**Potential Conseq** The outcomes in relation to 'Modernising the council' are: value for money, excellent customer service, high performing workforce and good governance and leadership. If the programmes/projects are not successful in delivering intended benefits, it will impact on the achievement of these outcomes failing to deliver our Corporate Plan.

**Initial:** High



**Risk Identified Date:** 3/11/2014

**Revised:** Significant



**Date Modified:** 3/11/2014

**Risk Category:** BHCC Strategic Risk

**Existing Controls:**

- Corporate Modernisation Delivery Board has been set up as a Sponsoring Group to initiate and lead programmes and projects that are intended to achieve the modernisation outcomes including cross-cutting programmes and projects
- The Board is chaired by the Chief Executive and consists of directors and other key officers of the council.
- Reporting to the Corporate Modernisation Delivery Board, Directorate Modernisation Boards are set up to drive the programmes and projects forward and deliver outcomes and benefits.
- Reporting to the Directorate Modernisation Boards, there are Programme and Project Boards responsible for planning, set-up and management of programmes and projects.

**Effectiveness of Controls:** Adequate

**Issue Type:** Threat

**Risk Treatment:** Treat

**Solutions:**

- Risk Action: Corporate Modernisation Delivery Board to regularly review risks escalated by individual programmes and projects and initiate mitigating actions
- Risk Action: The funding of the Modernisation programme will be reviewed to ensure limited resources are effectively targeted
- Risk Action: Performance Improvement & Programmes team to support, coordinate and challenge programmes and projects delivery.

ROM Issue:	Developing an investment strategy to refurbish and develop the city's major asset of the seafront	Responsible Officers: Paula Murray and Geoff Raw	Risk Code: SR23
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**Identified** The seafront is a city asset which is iconic and contributes to the city's reputation. The council is the lead custodian of the seafront but the benefits are shared by many. At least 5 million people use our seafront every year. It is a very significant attraction in our visitor economy; provides a series of important public spaces for residents; many businesses in the city rely on the draw of the seafront to sustain their organisation's value and to provide an attractive place for stakeholders and employees. It is being used beyond its original design and, in many ways, is a victim of its own success and affected by the changing patterns and increased demands of usage.

**Potential Conseq** The heritages structures and infrastructure along the seafront require significant investment and ongoing revenue in order to ensure suitability for modern use, and to preserve and enhance the reputation of the city and its offer.

**Initial:** High  
**Risk Identified Date:** 3/11/2014



**Revised:** High  
**Date Modified:** 3/11/2014



**Risk Category:** BHCC Strategic Risk

**Existing Controls:**

- \* Develop the investment plan to underpin the Seafront Strategy and long term viability of the seafront infrastructure;
- \* Continue to support financially viable investments in the seafront e.g. i360
- \* Seafront arch repair programme to be delivered over 10 years from 2012
- \* Scrutiny panel report in 2014 has identified recommendations for improved management and development of the Seafront
- \* Project Boards have been established and are actively considering seafront re-development opportunities including the Black Rock and King Alfred sites. The King Alfred site is currently in an OJEU compliant procurement process to secure a development partner

**Effectiveness of** Adequate

**Issue Type:** Threat

**Controls:**

**Risk Treatment:** Treat

**Solutions:** Risk Action: Officers to respond to Seafront Scrutiny report recommendations.

