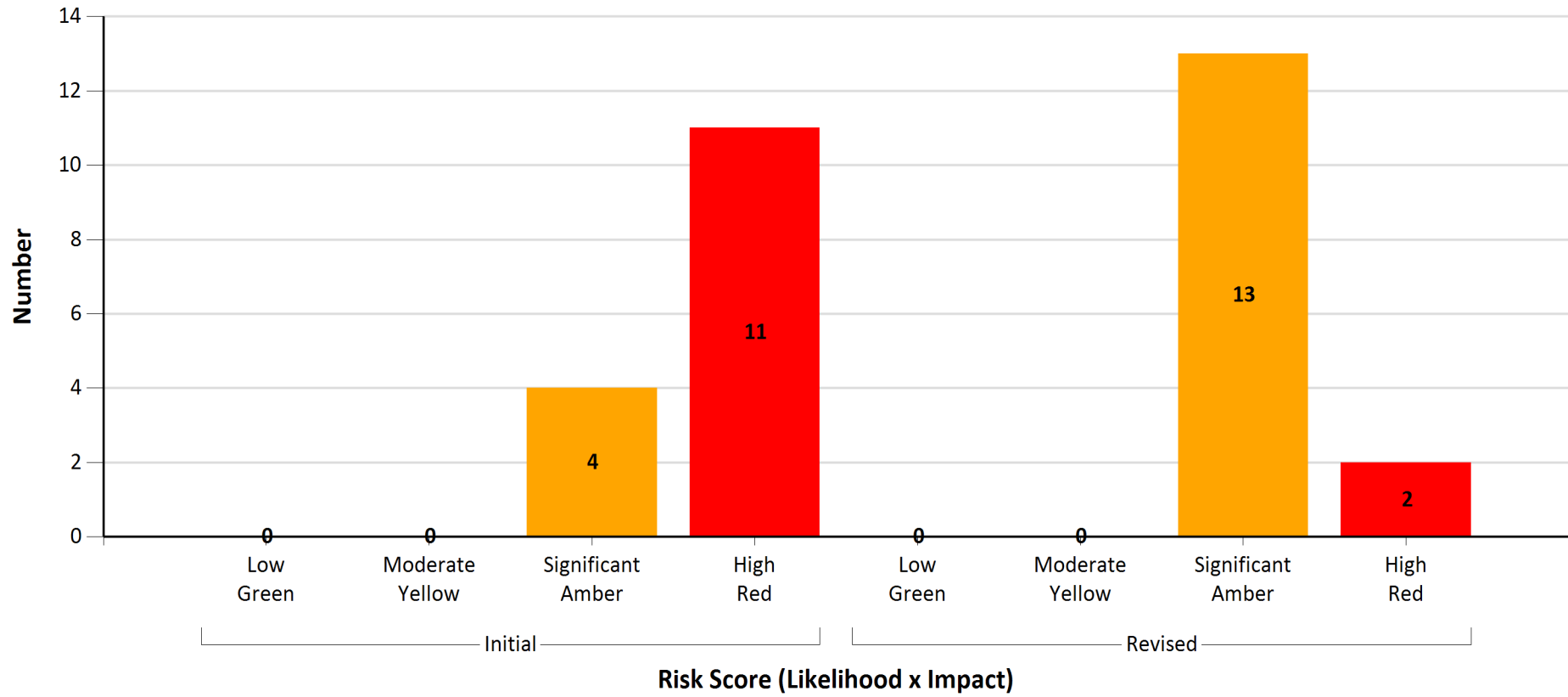


# **Brighton & Hove City Council**

## Strategic Risk Register Report

31 May 2016

## Risk Summary



**Initial Rating**

	IMPACT (I)				
	Insignificant (1)	Minor (2)	Moderate (3)	Major (4)	Catastrophic (5)
LIKELIHOOD (L) Almost Certain (5)	0	0	0	3	0
Likely (4)	0	0	3	8	0
Possible (3)	0	0	1	0	0
Unlikely (2)	0	0	0	0	0
Almost Impossible (1)	0	0	0	0	0

**Revised Rating**

	IMPACT (I)				
	Insignificant (1)	Minor (2)	Moderate (3)	Major (4)	Catastrophic (5)
LIKELIHOOD (L) Almost Certain (5)	0	0	0	0	0
Likely (4)	0	0	4	2	0
Possible (3)	0	0	3	6	0
Unlikely (2)	0	0	0	0	0
Almost Impossible (1)	0	0	0	0	0

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1 - 3
Low
Monitor periodically

4 - 7
Moderate
Monitor if the risk levels increase

8 - 14
Significant
Review and ensure effective controls

15 - 25
High
Immediate action required & need to escalate to the management level above

## Risk Details

Risk Code	Risk	Responsible Officer	Risk Category	Last Reviewed	Issue Type	Risk Treatment	Initial Rating	Revised Rating	Future	Eff. of Control
SR10	Information Governance Management	Strategic Risk Owners Head of Law Head of ICT Business Strategy Chief Technology Officer ICT	BHCC Strategic Risk, Legislative	20/04/16	Threat	Treat	 L4 x I4 29/04/15	 L3 x I4 01/05/15		Revised: Uncertain

### Causes

The council must operate to a high standard of information governance and information management within the overall context of openness and transparency. The council must ensure that it not only protects the organisation's information and technical assets but that it does so within a complex array of legislative (including Data Protection, and Freedom of Information) requirements and compliance regimes. As examples, the Public Services Network ("PSN") and the Health & Social Care Information Centre ("HSCIC") both place significant emphasis on Information Governance Controls as does the Information Commissioner's Office.

### Potential Consequence(s)

The council recognises that if it fails to manage data effectively then:

- 1) Individuals could suffer reputational, financial or physical harm,
- 2) The council could suffer reputational and/or financial loss along with an inability to function effectively,
- 3) The PSN & HSCIC could impose operational sanctions which would be catastrophic for many services,
- 5) The Information Commissioner's Office could impose financial sanctions,
- 4) It could result in a loss of trust in the council by citizens and partners.

### Existing Controls



- 1) The Senior Information Risk Owner (“SIRO”) oversees the organisation's approach to Information Risk Management, setting the culture along with risk appetite and tolerances;
- 2) The Information Management Board (“IMB”) oversees and provides leadership on Information Risk Management and obligations arising from legislation such as the DPA 1998 & FOI 1998;
- 3) A suite of Information Governance Policies has been approved and a move towards alignment with ISO27001 is planned for the future;
- 4) An Information Audit has been completed, including business impact assessments for the loss or compromise of Confidentiality, Integrity and Availability;
- 5) Open Government Licence implemented to support open government agenda and records management;
- 6) Code of Connection compliance has been achieved for 2015;
- 7) An Information Governance training package has been rolled out across the entire organisation;
- 8) Work is taking place to move to a new datacentre.

Risk Action	Responsible Officer	Progress %	Due Date	Start Date	End Date
SR 10 Risk Action: Align our internal controls with ISO27001 (the de facto standard for information security management)	Head of ICT Business Strategy	20	30/06/17	01/06/15	30/06/17
<b>Comments:</b> This is a long term piece of work. Information Security Manager devising approach, reporting to Chief Technology Officer.					
SR 10 Risk Action: Business continuity arrangements are being reviewed and updated, then to be considered by decision makers and communicated to services	Civil Contingencies Manager	25	31/03/17	01/04/14	31/03/17
<b>Comments:</b> Update April 2016 - All DMTs have held BCP review sessions, and this is scheduled in quarterly. The Corporate Business Group representatives have been advised of dates. Emergencies & Resilience Team co-ordinates service business continuity plans through Corporate Business Continuity Group representatives. Prioritisation of recovery of services and ICT requirements to be reported to ELT for approval in January 2016. Work to inform services and review business continuity plans will be undertaken on a quarterly basis via DMTs					

Risk Action	Responsible Officer	Progress %	Due Date	Start Date	End Date
<p>SR 10 Risk Action: Continual review and development of the newly approved suite of information governance policies along with the creation of specific user guidance for Members and staff as part of the wider user education programme.</p> <p><b>Comments:</b> All policies must be reviewed and updated (where there is a material change in legislation or guidance) by 31st March 2016. The work has started and will be completed in time to meet compliance requirements. Policies were reviewed and updates, where required, were agreed at Information Governance Board on 12th February 2016</p>	Head of ICT Business Strategy	100	31/03/16	01/04/14	31/03/16
<p>SR 10 Risk Action: Continue to deliver CoCo project programme of works as agreed by Information Management Board</p> <p><b>Comments:</b> We have successfully passed 2015 CoCo. An action plan is being followed in preparation for the next submission in August 2016</p>	Chief Technology Officer	100	31/08/15	01/09/14	31/08/15
<p>SR 10 Risk Action: Implement an organisation wide information risk management process and maintain a prioritised information risk register.</p> <p><b>Comments:</b> Work to embed the risk management process within ICT is on-going. However, owing to other demands on the team, the deployment of a fully comprehensive risk management process outside ICT has been delayed. The addition of a new security analyst to the team will free up resource to move it forwards.</p>	Head of ICT Business Strategy	60	30/06/16	01/09/15	30/06/16
<p>SR 10 Risk Action: Refreshed and updated the Information Governance training package and made it available to staff via elearning</p>	Head of ICT Business Strategy	100	30/09/14	01/05/14	30/09/14

Risk Action	Responsible Officer	Progress %	Due Date	Start Date	End Date
<p><b>Comments:</b> E-learning module available to all staff with access to computers. Staff without access to computers have been provided with briefing delivered via team or other appropriate meetings.</p>					
<p>SR 10 Risk Action: Sharing of best practice across SE7 authorities particularly for remote access</p>	<p>Chief Technology Officer</p>	<p>100</p>	<p>31/03/16</p>	<p>01/05/13</p>	<p>31/03/16</p>
<p><b>Comments:</b> Inter Authority Information Governance and Information Security Group has been initiated and will meet to share best practice on an ongoing basis. Remote access proof of concept is in development.</p>					
<p>SR10 New education and awareness programme approved at Information Governance Board on 15/12/15. Objectives - 1. Increase awareness, and understanding of IG across organisation 2. Information Asset Owners practical training to target good IG in their areas with a focus reducing data incidents</p>	<p>Head of ICT Business Strategy</p>	<p>25</p>	<p>31/12/16</p>	<p>15/12/15</p>	<p>31/12/16</p>
<p><b>Comments:</b> The training and awareness programme to be implemented over the course of the year will include; Data Protection and Information security messages on laptops and hot desks, refreshed e-learning module, targeted training for Information Asset owners, DP and IS workshops and surgeries</p>					
<p>SR10 Risk Action: Review arrangements for dealing with Freedom of Information Requests</p>	<p>Chief Technology Officer</p>	<p>50</p>	<p>31/03/16</p>	<p>01/04/15</p>	<p>31/03/16</p>
<p><b>Comments:</b> We are exploring the technology options for both managing and publishing FOIs. April 16 Update; new website specified and approved by IGB. For development in next quarter</p>					

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Risk Code	Risk	Responsible Officer	Risk Category	Last Reviewed	Issue Type	Risk Treatment	Initial Rating	Revised Rating	Future Rating	Eff. of Control
SR13	Keeping vulnerable adults safe from harm and abuse	Executive Director, Adult Services Head of Professional Standards & Safeguarding	BHCC Strategic Risk,Legislative	20/04/16	Threat	Treat	 L4 x I4 10/06/14	 L3 x I4 10/06/14		Revised: Adequate

Causes

Keeping vulnerable adults safe from harm and abuse is a responsibility of the council. 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. Over 1400 concerns were raised last year about vulnerable people with over 1,000 going into investigation.

Due to a national legal judgement in early 2014 on Deprivation of Liberty Safeguards (DoLS) the council has seen a significant increase in requests for Best Interest Assessments (BIAs); numbers have increased significantly testing the council's capacity to deliver.

Potential Consequence(s)

\*Generally cases are more complex and demands can vary. The council is able to respond appropriately at a time of change to protect those most vulnerable

\*Failure to respond to a more personalised approach could result in challenge

Existing Controls



- \* Care Act implemented and procedures updated, guidance continues to come out in relation to the Care Act and Safeguarding
- \* Awareness through messages and training;
- \* Safeguarding Board workplan arising from review of Board. Independent Chair appointed
- \* Learning from Safeguarding Adult Reviews, coroners concerns and case review from national work;
- \* Good multi-agency work: multi agency safeguarding procedures promote joint working
- \* Multi-agency audits of Safeguarding enquiries in place
- \* Maintain the role and numbers of professional social workers through service redesign to ensure capacity;
- \* Multi-agency training in place for better awareness, safeguarding enquiry management;
- \* Highly motivated social workers;
- \* Assessment of need using agreed threshold policies and procedures;
- \* Staff provided with learning opportunities and undertake continuous professional development;
- \* Working with ADASS (association of directors of adult social services) on the impact of ongoing legal judgement and advice on DoLs ;
- \* Working with Care Providers to ensure requests for Best Interest Assessments are appropriate and provides best and least restrictive practice;
- \* Independent Chair of Safeguarding Board

Risk Action	Responsible Officer	Progress %	Due Date	Start Date	End Date
SR 13 Risk Action: Continue to raise awareness through messages and training	Head of Professional Standards & Safeguarding	25	31/03/17	01/04/15	31/03/17
<p><b>Comments:</b> Joint Participation and Engagement Group has been set up (April 16), linking the Safeguarding Adults and Children's Boards to engage with the community and promote awareness</p> <p>Regular and ongoing programme of Practice Development Groups within adults assessment service to ensure practice standards are met for safeguarding and mental capacity work.</p>					
SR13 Risk Action: Continue to learn from serious case reviews, coroners inquests and case reviews	Head of Professional Standards & Safeguarding	25	31/03/17	01/04/15	31/03/17

Risk Action	Responsible Officer	Progress %	Due Date	Start Date	End Date
<p><b>Comments:</b> Revised Pan Sussex Safeguarding Adults Review protocol in place April 2015, to replace Serious Case Review process following implementation of Care Act. Revised protocol reflects new duties regarding Safeguarding Adults Reviews.  A Safeguarding Adults Review agreed to be undertaken following referral to the Safeguarding Adults Board. In process of being completed, for final report November 2016.  Review of recent deaths of homeless people being undertaken, to report to the Safeguarding Adults Board June 16.</p>					
SR13 Risk Action: From multi-agency work with Police, review pilot to inform service delivery	Head of Service Adults Assessment	75	30/09/16	01/04/15	30/09/16
<p><b>Comments:</b> March 16 update: New arrangement for safeguarding vulnerable adults is a key component of the redesign for assessment services. Consultation underway until April 16, phase 1 implementation Sept 16  As part of wider process re-design of Assessment Services as a result of the Care Act.</p>					

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Risk Code	Risk	Responsible Officer	Risk Category	Last Reviewed	Issue Type	Risk Treatment	Initial Rating	Revised Rating	Future Rating	Eff. of Control
SR15	Keeping children safe from harm and abuse	Executive Director Children's Services Service Development Officer Assistant Director - Children's Health, Safeguarding & Care	BHCC Strategic Risk, Legislative	20/04/16	Threat	Treat	 L4 x I4 04/06/14	 L3 x I4 10/06/14		Revised: Adequate

Causes

Keeping vulnerable children safe from harm and abuse is a legal responsibility of the Council. Legislation requires all local authorities to act in accordance with national guidance (Working Together) to ensure robust safeguarding practice. This includes the responsibility to ensure an effective Local Safeguarding Children Board (LSCB) which oversees work locally and in partnership with Police, Health and social care providers. The numbers of children in care and those on Child Protection Plans are significantly higher than in similar authorities. The number of children and young people who are sexually exploited is also of concern.

Potential Consequence(s)

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 abuse, 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, abuse and neglect may lead to a child's death.

Existing Controls

- \* LSCB Work Plan established with strong leadership by the Independent Chair with aligned LSCB sub-group work plans;
- \* Serious Case, Local Management and Child Death Reviews identify learning and action for improvement;
- \* Quality Assurance within the city and also across key agencies monitored by the LSCB sub group;
- \* MASH (Multi Agency Safeguarding Hub) launched in September 2014 to provide robust risk assessments and information sharing between partner agencies which will lead to robust assessment of need using agreed Child Protection threshold document, policies and procedures;
- \* In line with the government's Prevent strategy, work with the police, statutory partners, third sector organisations and communities to reduce radicalisation;
- \* Proportion of children living in poverty is one of the key indicators regularly monitored by ELT;
- \* Early Help Strategy in place and Early Help Hub launched in September 2014;
- \* Stronger Families, Stronger Communities work targets support to the most troubled families;
- \* Reports delivered to LSCB following robust auditing of multi-agency case files and safeguarding practice;
- \* Clarity regarding roles, responsibilities and accountabilities of all professionals and agencies;
- \* Threshold document, agreed by all agencies, signed off by Children and Young People Committee; and LSCB on 2nd, and 3rd June 2014;
- \* Continuous professional development and learning opportunities offered by the LSCB and good multi agency take up of training;
- \* Oct 15 saw the introduction of the new model of practice for social work teams, with Pods in place to provide stability to service users;
- \* Performance management across children's social work is always improving and this enables a more informed view on current activity and planning for future service changes;
- \* The Child Review Board meetings quarterly and is an opportunity for Lead Members to receive information, provide challenge and comments on children's social care issues with Heads of Service, Assistant Director and Director for Children's Services.

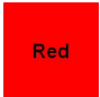

Risk Action	Responsible Officer	Progress %	Due Date	Start Date	End Date
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SR 15 Action: Address failures in ICT information storage and retrieval processes to ensure appropriate access to case files by social workers.	Assistant Director - Children's Health, Safeguarding & Care	50	30/06/16	01/04/15	30/06/16
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**Comments:** Children's Social Care Teams currently hold over 800,000 documents on the shared drive Client Files. Previous audit reports have identified the risk to this data and that no auditing of deletions is present. These documents were restructured at the end of 2015, moving from the previous team structures, to a single structure reflecting the POD structure. As a second phase of this work, ICT has developed a 'proof of concept' tool which offers Social Care a much simpler, safer way to access case files addressing the current lack of auditability. All documents held on the S drive relating to client files would be accessed via CareFirst with a customised application providing secure and auditable access. Further benefits will be achieved by structuring case files and adding additional metadata which will significantly ease Social Care's shift to a future ECM system as well as creating a cultural change in how the service manages records.

Risk Action	Responsible Officer	Progress %	Due Date	Start Date	End Date
Support the Child Sexual Exploitation (CSE) Action Plan delivery	Assistant Director - Children's Health, Safeguarding & Care	75	30/06/16	01/04/15	30/06/16
<p><b>Comments:</b> Progress to date:  The Kite Team (supporting those at risk of CSE) has now been incorporated into our Adolescent Pod and launched on 26th October 2015. Monthly Monitoring meetings of those at high risk of CSE continue. Commissioning of Independent Return Home Interview service to work Pan Sussex, is now complete and should commence in April 2016. Discussions are taking place with the Police &amp; Crime Commissioners Office and Downslink YMCA regarding CSE support and funding for 16/17. A pan Sussex approach from 17/18 has started to be explored involving East &amp; West Sussex, Sussex Police via the Police &amp; Crime Commissioner and possibly health partners so arrangements for 16/17 will be a holding position.</p>					
Work with partner agencies to safeguard young people at risk of radicalisation including Prevent.	Assistant Director - Children's Health, Safeguarding & Care	75	30/06/16	01/04/15	30/06/16
<p><b>Comments:</b> We have robust plans in place around every child we have identified at risk of radicalisation / violent extremism which are reviewed every 6 weeks by a multi-agency group to ensure an effective, joined up response. There are good inter agency networks established and growing involvement with the community.</p> <p>Next steps:  1) Multi agency reviews to continue. Lead: Head of Service Safeguarding Deadline: Ongoing  2) Continue to monitor inter agency co-operation. Lead: Head of Service Safeguarding. Deadline: Ongoing.</p>					

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Risk Code	Risk	Responsible Officer	Risk Category	Last Reviewed	Issue Type	Risk Treatment	Initial Rating	Revised Rating	Future Rating	Eff. of Control
SR17	School Places Planning	Executive Director Children's Services Service Development Officer Head of Education and Inclusion Head of School Organisation	BHCC Strategic Risk, Customer / Citizen	20/04/16	Threat	Treat	 Red L4 x I4 10/06/14	 Amber L3 x I4 10/06/14		Revised: Adequate

Causes

The Council has a statutory role to ensure primary and secondary school places meet future need. There has been an upturn in the birth rate so that since 2003, the number of school aged children living the city has been increasing year on year, therefore pupil places are increasingly challenged. This is particularly acute in areas when in previous years pupil yield has previously been very much lower. While previously there has been a focus on primary school places in the next few years we will have a significant pressure on secondary school places.

Potential Consequence(s)

- \* Parents may not feel able to secure a place for their child in the local community;
- \* There may be increased travelling;
- \* Without identifying new sites, existing schools may become overcrowded or larger.

Existing Controls

- \* Cross party school place planning group chaired by Risk Owner;
- \* Regular review of pupil number forecasting has made it clear that primary growth starts to reach secondary schools by 2014, with the issue becoming acute in subsequent years. The future need focus relates to secondary school places;
- \* Secondary Continuing Education meeting established to raise awareness including and involving all schools, colleges and two city universities. This has focused on school organisation;
- \* School Admission project group established to review current admission arrangements. This includes Schools' and Member representatives;
- \* 465 new primary school places (15.5 classes) added in last five years;
- \* Two new free schools opened in city;
- \* Four class junior site opened on Hove Police Station site September 2014;
- \* One new permanent form of entry opened in September 2014 at West Hove Infant School (Connaught);
- \* Following a public consultation two permanent additional forms of entry opened in September 2015 in primary schools serving areas of highest demand, with funding identified in the capital programme;
- \* 80% of schools are currently assessed by Ofsted as good or outstanding and a new School Improvement Strategy has been adopted to support the target of all schools being good or outstanding;
- \* A strategy for providing additional secondary school places has been developed and agreed through the Cross Party School Organisation Group and through a partnership group consisting of all ten secondary schools, the three colleges and the two universities with the local authority;
- \* Council officers are working with schools where there are spare places to assist them in developing and sustaining strong partnership relationships with the primary schools in their catchment area;
- \* Preliminary curriculum and space analyses have been commissioned and completed for the four secondary schools where expansion would be most likely to meet the need for new places.

Risk Action	Responsible Officer	Progress %	Due Date	Start Date	End Date
Provide support to the University of Brighton to develop a free school proposal	Head of Education and Inclusion	75	03/09/18	01/04/15	03/09/18
<p><b>Comments:</b> Discussions have progressed with the University of Brighton Academies Trust with regards to them becoming a new school sponsor. Following an all party endorsement of these discussions by Policy &amp; Resources Committee on 9 March 2015 the Trust submitted a free school application to the DfE (Department for Education) at the end of May 2015 with support from council officers. The University of Brighton Academies Trusts heard in early February 2016 that the application has been approved for the next stage. Work continues to locate a suitable site for the new school. Brighton &amp; Hove City Council continue to provide maximum support to the process.</p>					

Risk Action	Responsible Officer	Progress %	Due Date	Start Date	End Date
SR 17 Risk Action: Deliver the School Improvement Strategy to support the remaining 20% of schools to be good or outstanding	Head of Education and Inclusion	75	30/06/16	01/04/15	30/06/16
<p><b>Comments:</b> We have reviewed the School Improvement Strategy which outlines how we provide support and challenge to schools. Schools that are good or outstanding are expected to engage in a range of activities together to maintain this. Where this is not the case (identified by the schools themselves or by our rigorous categorisation process) we support and challenge through additional School Partnership Adviser visits and links with other schools.</p> <p>The revised categorisation process for primary and secondary is being rolled out following a consultation held with primary and secondary headteachers. A final version has been produced and representatives from a range of teams will meet to discuss and propose the level of priority / support. A special school model is also under construction. As at the end of December 2015 83.3% of schools in Brighton and Hove were judged to be good or outstanding. In Brighton &amp; Hove the percentage of pupils in good or outstanding schools is 88.1% in primary and 80.8% secondary schools. The percentage of pupils in good or outstanding schools median for 152 local authorities in England was 86% for primary and 79% for secondary schools as at the end of August 2015 from Ofsted.</p>					
SR 17 Risk Action: Review of 'lessons learned' from 2014 primary admissions round to be undertaken in consultation with the cross party working group with a view to agreeing earlier any bulge classes required	Head of Education and Inclusion	80	30/06/16	01/04/15	30/06/16
<p><b>Comments:</b> A greater proportion of primary school age children have been offered places at their first preference school for September 2015. The total number of pupils offered their first preference school up by 117 this year at 2509 or 87.8%, compared to 2392 or 82.5% in 2014-5. The proportion of pupils offered one of their three preferred schools is also up at 95.9% from 94.2% last year. Where the council has not been able to meet any of the three preferred schools, parents have been offered a place at the nearest school that has places available. We have continued to review the work of the admissions team and learn from feedback. A recent review commissioned by Children, Young People &amp; Skills Committee has supported our pupil number forecasts methodology. The provision of an additional permanent form of entry at two primary schools meant there was no need for bulge classes in 2015.</p>					



Risk Action	Responsible Officer	Progress %	Due Date	Start Date	End Date
SR 17 Risk Action: Review of secondary school admissions arrangements commissioned by Children and Young People Committee, to be steered by cross party working group :	Head of Education and Inclusion	50	31/01/17	01/04/15	31/01/17
<p><b>Comments:</b> A significant new factor in the review has been the proposed new school for Brighton. The steering group has continued to consider modelling of possible options taking this into account and has also considered whether children eligible for the Pupil Premium should be given specific priority in the admissions arrangements. The steering group has agreed a programme for this work and timeline for consultation which will now be taken forward in March 2016 onwards. The near final report on the research project commissioned from the University of Brighton has been received, and its conclusions will be taken into account in shaping the consultation proposals.</p>					

Risk Code	Risk	Responsible Officer	Risk Category	Last Reviewed	Issue Type	Risk Treatment	Initial Rating	Revised Rating	Future Rating	Eff. of Control
SR18	Sustainable ICT & Digital Modernisation	Executive Director of Finance & Resources Chief Technology Officer	BHCC Strategic Risk, Technological	20/04/16	Threat	Treat	Red L5 x I4 24/10/14	Red L4 x I4 31/10/14		Revised: Uncertain

Causes

Service redesign and development of user centric, secure, resilient, flexible digital capabilities which meet safeguarding and other legislative duties relies on:

- 1) a sufficient number of ICT staff with appropriate skills and effective, efficient suppliers
- 2) an investment strategy for sustainable targeted improvements of ICT platforms and systems
- 3) services' and ICT capacity for joint work to co-design business change
- 4) appropriate access for those with safeguarding responsibilities, including in partnership, to ICT systems which enable the protection of the most vulnerable
- 5) improved information systems and services to enable delivery of council objectives as set out in the corporate plan

Potential Consequence(s)

- \* Less confidence in digital technology to assist achievement of Corporate Plan objectives
- \* Unable to redesign key services to achieve efficiencies and better outcomes for residents, communities, businesses and visitors
- \* Communications offer, including with citizens and communities is less effective and engaging
- \* Safeguarding issues if staff do not have appropriate access to the information and support needed to carry out their roles
- \* Impact on council and city reputation as a digital city
- \* Staff morale affected

Existing Controls

- \* £6 million funding decision by Policy & Resources Committee and full Council for Customer First in a Digital Age Programme
- \* ICT Infrastructure Programme is delivering core ICT infrastructure platforms to improve service flexibility, availability, business continuity and cybersecurity - this includes clear service levels, hybrid cloud platform, flexible connectivity options and robust cybersecurity.
- \* Feedback and engagement from customers and partners is driving the development of services, including focus inside and outside of CFDA on mobile, digital and information sharing.
- \* Alignment and prioritisation of project resources to modernisation requirements.
- \* Established working relationships and governance (Informatics Oversight Committee) for cross social care and health system developments and resourcing, linked to Better Care and Digital Roadmap development.
- \* Customer First in a Digital Age (CFDA) programme is now up and running and delivering new digital and data capabilities to support business strategies across the Council including digital channels, mobile capabilities and staff capabilities required to make us fit for the future,
- \* Work with City and City region partners including Wired Sussex, Digital Catapult, Brighton University and Sussex University to establish cross sector relationships which support the ambitions of the City and channel opportunities to further establish Brighton & Hove as the Connected City. Includes joint development of research and investment bids in support of shared agendas and supporting devolution agenda.
- \* Early work with Orbis partners to carry out joint procurement and align supply chain where possible. For example joint procurement of Microsoft Licensing Solutions Partner.
- \* The close linking in of the partnership Digital Resilience project into the CFDA programme, Libraries, Services to Schools and Customer Service Centres work is ensuring that solutions to the risks of digital exclusion are well managed and sustainably implemented.

Risk Action	Responsible Officer	Progress %	Due Date	Start Date	End Date
Develop Customer First in a Digital Age programme after P&R/Council approved £6m funds, incorporate current investments in Digital improving Customer Experience and Information Management Programme, target work to support the new corporate plan and ambitions identified by the board & strategic priorities engagement.	Chief Technology Officer	100	31/03/16	01/02/15	31/03/16
<b>Comments:</b> The Customer First in a Digital Age programme has now been established with £6m of funding approved by P&R/Council, required outcomes and benefits and governance in place. The early stage projects including MyAccount, Mobile and Digital Resilience are started.					
Ensure development of cross-sector digital partnerships across city and city region.	Chief Technology Officer	10	31/03/17	01/04/16	31/03/17

Risk Action	Responsible Officer	Progress %	Due Date	Start Date	End Date
<p><b>Comments:</b> Initial relationships have been established with Wired Sussex, Digital Catapult, Brighton University and Sussex University. This has included joint work on bidding for a cross research council and Innovate UK project. The bid was in the final list but was not successful.</p>					
<p>Initial work within CFDA on the approach to supplier engagement has been started.</p>					
<p>The Greater Brighton Digital working group has developed an initial draft of a Greater Brighton digital strategy, which has been submitted to the Greater Brighton Economic Board, alongside indicative plans for Digital Infrastructure and support for public service reform plans.</p>					
<p>Ensure outcomes of ICT Infrastructure Programme are sustainable, embedded and enabling of change within the organisation.</p>	<p>Chief Technology Officer</p>	<p>10</p>	<p>31/03/17</p>	<p>01/04/16</p>	<p>31/03/17</p>
<p><b>Comments:</b> The ICT Infrastructure Programme is working to clear vision of sustainable, enabling services. It is also ensuring that clear SLAs and DR plans are delivered as services are migrated.</p>					
<p>Help develop network of business change capacity across the breadth of the organisation who can work together to redesign and embed change.</p>	<p>Chief Technology Officer</p>	<p>10</p>	<p>31/03/17</p>	<p>01/04/16</p>	<p>31/03/17</p>
<p><b>Comments:</b> Working with CPMO and BPI a network of business change managers has been identified. Close work is underway to ensure that this group have necessary skills and capabilities to redesign and embed change.</p>					
<p>Information Management strand of CFDA developing and delivering core information practices including customer index, enterprise content management and robust data and record management practices.</p>	<p>Chief Technology Officer</p>	<p>10</p>	<p>31/03/17</p>	<p>01/04/16</p>	<p>31/03/17</p>

Risk Action	Responsible Officer	Progress %	Due Date	Start Date	End Date
<p><b>Comments:</b> Record management practices are now well embedded within the practice of the organisation, with increasing maturity in their application. Data management practices are still mixed with strong data management in relation to location (Gold Award from GeoPlace in 2016), while initial management of customer index data is still under development. Development and data matching in support of the customer index is progressing well. Enterprise Content Management approach has been agreed through discovery work and initial alpha targets being defined to test approach with users.</p>					
<p>SR18 Risk Action: Improve clarity &amp; governance of relationship between ICT Investment and business benefits through the oversight by the Corporate Modernisation Delivery Board of the ICT Investment Programmes: Infrastructure and Information Management</p>	Chief Technology Officer	100	31/03/16	01/10/14	31/03/16
<p><b>Comments:</b> The ICT Investment programme is now organised under two Programmes, Infrastructure and Information Management. These have now been placed under the oversight of the Corporate Modernisation Delivery Board to ensure continued alignment and delivery of the benefits.</p>					
<p>The ICT Service Redesign is realigning available capacity within budget constraints to most effectively support the organisations needs.</p>	Chief Technology Officer	50	31/07/16	01/04/16	31/07/16
<p><b>Comments:</b> ICT Service redesign consultation with staff has taken place and is pending the final outcome and implementation. This redesign takes feedback from customers to inform the future shape of ICT service within the constraints of the service.</p>					

Risk Action	Responsible Officer	Progress %	Due Date	Start Date	End Date
<p>Work with Orbis, Greater Brighton and Supplier partners to ensure resilient capacity, a sustainable set of core platforms, services and practices are in place to support and enable modernisation, devolution and safeguarding. Includes taking the learning early from others and using collective economies of scale.</p>	Chief Technology Officer	10	31/03/17	01/04/16	31/03/17
<p><b>Comments:</b> The engagement with Orbis partners is progressing well, BHCC is represented and well established within the Architectural Design Authority for Orbis, agreeing the core platforms and practices for the Orbis partnership. The Greater Brighton digital digital working group is up and running with an initial focus on digital infrastructure and public service reform.</p>					

Risk Code	Risk	Responsible Officer	Risk Category	Last Reviewed	Issue Type	Risk Treatment	Initial Rating	Revised Rating	Future Rating	Eff. of Control
SR2	<b>Financial Outlook for the Council</b>	Executive Director of Finance & Resources Head of Integrated Financial Management & Planning Assistant Director, Finance Head of Performance & Improvement	BHCC Strategic Risk, Economic / Financial	20/04/16	Threat	Treat	 L 5 x I 4 04/06/14	 L4 x I 4 10/06/14		Revised: Adequate

Causes

Reductions in central government funding are expected to continue well beyond the current Comprehensive Spending Review period through to 2020. The changes to local government funding introduced in 2013/14 will also transfer greater risks to the council, particularly in relation to Business Rate valuation appeals. There is a cumulative impact of reductions in government funding to other public agencies in the city.

Implementing the current budget strategy and devising budget plans for 2016/17 will be challenging and there is increased uncertainty until HM Govt's spending review and the local government finance settlement for 2016 (expected Dec. 2016).

Potential Consequence(s)

The council will need to continue robust financial planning in a highly complex environment. Failure to do so could impact on financial resilience and mean that outcomes for residents are not optimised.

Existing Controls

- \* Ongoing review of the adequacy of risk provisions and reserves to support the budget strategy and to ensure financial resilience;
- \* Modernisation portfolio including VfM projects/programmes reviewed by cross-party Member Oversight group;
- \* Close alignment of Corporate Plan and Medium Term Financial Strategy (MTFS) and service and financial planning;
- \* Ongoing review of the MTFS assumptions, the impact of legislative changes; cost and demand pressures; savings programmes; and income and grant assumptions;
- \* Close monitoring of council tax and business rates income and regular updating of forecasts;
- \* City Management Board and Finance Directors review city wide impact & opportunities for joint budget planning;
- \* Adoption of 4-year service & financial planning approach which sets out what services propose to Stop, Retain and redesign, or commercialise;
- \* Consultation and engagement for budget proposals continues to include staff, partners, businesses and Community & Voluntary Sector;
- \* Development of skills and knowledge and/or investment to support options appraisal of new delivery models;
- \* Close monitoring of council tax, business rates and other income and regular updating of forecasts;
- \* Continued review of the adequacy of savings programmes alongside other budget measures to support the budget strategy;
- \* Ongoing review and challenge of value for money including Member review, benchmarking, and external audit review;
- \* The cross-party budget review group reviews monthly TBM performance, including financial recovery plans.
- \* Financial controls introduced in September 2015 to help mitigate a substantial in-year forecast overspend in 2015/16.

Risk Action	Responsible Officer	Progress %	Due Date	Start Date	End Date
Corporate Modernisation Delivery Board board includes monitoring and RAG rating of critical VFM and other savings programmes that support the council's current and medium term financial position. Reporting links to TBM reporting which also monitors savings delivery.	Head of Performance & Improvement	75	31/03/17	01/04/15	31/03/17
<p><b>Comments:</b> Corporate Modernisation governance arrangements in place. Internal audit provided 'reasonable assurance'. Some of the savings targets for 2016/17 are expected to be difficult to achieve (hence £3m risk provisions). Corporate Modernisation Delivery Board to continue to provide support and challenge to project/programme managers and Senior Responsible Owners.</p> <p>All budget figures reported link to TBM process.            Modernisation arrangements fully integrated within 4 year Service &amp; Finance Planning.            Finance guidance has been drafted for project/programme managers to ensure consistency of figures being reported to accurately calculate 'return on investment'.</p>					





Risk Action	Responsible Officer	Progress %	Due Date	Start Date	End Date
SR 2 Risk Action: Continue to monitor impact of health sector reforms and local savings strategies	Assistant Director, Finance	25	31/03/17	01/04/15	31/03/17
<p><b>Comments:</b> Attending monthly Finance &amp; Performance Better Care Fund Board chaired by the CCG. S75 Agreement has been signed and is in place (April 2016). Pool Manager has reverted to the CCG Director of Finance from April 2016. Reporting on pool performance will be to F&amp;P Board and the BCF Programme Board on a monthly basis. Recovery plans and corrective measures will be proposed where necessary. Other discussions with the CCG regarding funding have been undertaken by the DAS resulting in £1.3m additional Better Care Funding and additional S75 risk funding in 2015/16.</p>					
SR 2 Risk Action: Delivery of value for money programme financial and non-financial benefits as part of the Modernisation Programme	Assistant Director, Finance	25	31/03/17	01/04/15	31/03/17
<p><b>Comments:</b> Regular monitoring of performance against target is submitted to CMDDB. Member Oversight Group meets quarterly to focus on each area of the Modernisation Programme including VFM programmes.. All VFM programmes have appropriate project and programme management resources in place. Detailed implementation plans are in place. Regular monitoring will be through monthly TBM reports to DMT's, ELT, Budget Review Group, and PR&amp;G (5 times per year). The TBM position indicates continued underlying pressures across social care budgets which are impacting on achievement of VFM targets in 2016/17 and later years. Pressures on demand-led budgets have been recognised in setting the 2016/17 budget with over £11m of Service Pressure funding provided. A Financial Recovery Plan approach has been adopted for 2016/17 to ensure early consideration and planning to mitigate against in-year forecast risks, including savings/VFM risks.</p>					
SR 2 Risk Action: Devise and implement Corporate Plan & MTFs service and financial planning timetable and process.	Assistant Director, Finance	75	31/07/16	01/05/15	31/07/16

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Risk Action	Responsible Officer	Progress %	Due Date	Start Date	End Date
<p><b>Comments:</b> 4-year Integrated Service &amp; Financial Plans have now been developed and considered by Full Council including approval of the 2016/17 savings programme. An MTFS update will be undertaken in Summer 2016 to complement a Corporate Plan refresh. Early planning discussions have been held between Finance and the ED Finance &amp; Resources (May 16) and these will continue through to development of a PR&amp;G report to 14 July meeting which will set out a refreshed MTFS and a recommended financial planning approach for setting the 2017/18 budget. This will include a high level refresh of the 4-Year Integrated Service &amp; Financial Plans.</p>					
<p>SR 2 Risk Action: Meet Targeted Budget Management (TBM) reporting timetable and identify risk mitigation and corrective action where necessary</p>	<p>Assistant Director, Finance</p>	<p>25</p>	<p>31/03/17</p>	<p>01/04/15</p>	<p>31/03/17</p>
<p><b>Comments:</b> 2016/17 TBM Timetable produced and agreed. TBM Month 2 will be the first reporting period for 2016/17 to 9 June PR&amp;G. ELT have considered an early draft and a discussion was held at CMT (11 May) to consider the approach to addressing forecast overspend risks. CMT agreed to the development of Financial Recovery Plans for ELT consideration on 8 June. As last year, TBM reports will continue to be reported to the cross-party Budget Review Group (BRG) to ensure additional member oversight of the financial position. TBM reporting will identify risk mitigation and corrective action for overspending areas. All savings programmes will also be monitored (including key VFM programmes) through TBM. A review of the financial accountability regime is being undertaken by the ED F&amp;R to consider an escalation process for continued overspending or underachievement of savings.</p>					
<p>SR 2 Risk Action: Regular joint updates to City Management Board on partners' financial positions and strategies. Joint action and/or funding options to be agreed where necessary.</p>	<p>Assistant Director, Finance</p>	<p>25</p>	<p>31/03/17</p>	<p>01/06/15</p>	<p>31/03/17</p>
<p><b>Comments:</b> Joint Finance Leads/CMB sessions were held in 2015/16. City-wide pressures were considered and joint action and/or funding options explored and agreed where appropriate (mainly with health partners). MTFS plans were also shared across the group including budget and taxation proposals, and consultation and engagement information information was shared with CMB partners where appropriate (e.g. Council Tax Reduction Scheme proposals affecting Police and Fire). It is planned to continue joint meetings and information sharing in 2016/17.</p>					

Risk Action	Responsible Officer	Progress %	Due Date	Start Date	End Date
SR 2 Risk Action: Regular MTFS updates of the City Council's projected financial position for future years	Head of Integrated Financial Management & Planning	25	31/03/17	01/04/15	31/03/17
<p><b>Comments:</b> MTFS 2015/16-2019/2020 updated and approved by P&amp;R and Full Council in March 2015. 4-year. An updated MTFS was provided to 9 July P&amp;R titled 'Corporate Plan &amp; MTFS 2015 - 2019: Budget Planning and Resource Update 2016/17'. 4-year Service &amp; Financial Plans were considered by P&amp;R and Full Council for the 2016/17 budget process and approved a £20m savings programme for 2016/17 and around £58m savings over 4-years toward meeting the £68m gap over the period. The approved 2016/17 budget also included over £11m service pressure funding together with £20m investment funding (for Restructure &amp; Redundancy, Modernisation, 4 year plans and CFDA) and £3m risk provisions to support and ensure delivery of the budget and savings targets. The budget and 4-year plan therefore identifies clear plans and opportunities for managing the financial situation over the next 4 years. Potential changes to Local Government Finance are being closely monitored including 100% Business Rate Retention, Attendance Allowance transfer, 2017 Business Rate revaluation, etc.</p>					
SR2 risk action: Incorporating progress on delivery of 2015/16 savings within the monthly TBM reports	Assistant Director, Finance	100	30/06/15	01/06/15	30/06/15
<p><b>Comments:</b> Completed. New TBM format designed and presented to 9 July 15 P&amp;R Committee. The new format tracks all 2015/16 approved savings and sets out whether they are 'achieved', 'anticipated' or 'at risk'. Each TBM report to ELT and P&amp;R will include updated information.</p>					

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Risk Code	Risk	Responsible Officer	Risk Category	Last Reviewed	Issue Type	Risk Treatment	Initial Rating	Revised Rating	Future Rating	Eff. of Control
SR20	<b>Better Care Fund: Ability of health and social care to integrate services at a local level to deliver timely and appropriate interventions</b>	Executive Director, Adult Services	BHCC Strategic Risk, Economic / Financial	20/04/16	Threat	Treat	 L4 x I4 10/06/14	 L3 x I4 10/06/14		Revised: Adequate

Causes

The ability of the health and social care system to progress with integrated teams and to commission appropriate services to support early intervention and ongoing care.

Potential Consequence(s)

If parties do not work together as agreed, or organisation's priorities change, it will affect delivery of performance targets in relation to the Better Care Fund. Any failure of delivery will impact on the Acute Trusts' costs and our ability to release efficiency savings to create new services.

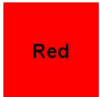

Existing Controls

- \* Health & Wellbeing Board reviewed and governance arrangements in place to help deliver an integrated approach, including oversight of the Better Care Fund;
- \* Better Care Plans in place. Section 75 signed off.
- \* Continued roll out of cluster working started in 3 of the 6 clusters.
- \* Key stakeholders event taken place and strategic intentions and plans currently being updated- end of June 2016.
- \* Better Care Board established (high level and cross sector representation) and chaired by Executive Director Adult Social Care;
- \* Partnership work agreed and submitted a Better Care Plan by the deadline in March 2014. Revised Better Care plan for 2016/17 submitted.
- \* Better Care Board refocusing on commissioning and integrated provider board being set up. June 2015

Risk Action	Responsible Officer	Progress %	Due Date	Start Date	End Date
Robust Section 75 agreement to be revised annually each June.	Executive Director, Adult Services	50	30/06/16	23/03/16	30/06/16

Risk Action	Responsible Officer	Progress %	Due Date	Start Date	End Date
<p><b>Comments:</b> Current discussions to revise both section 75 agreements relate to 1) Better Care which is led by the CCG and likely to require minor update; and 2) with the Sussex Partnership Foundation Trust (SPFT) which, once agreed, may involve a slight change to risk share and budget.</p>					
<p>SR 20 Risk Action: Deliver Phase 1 Better Care implementation plan from September 2014. Cluster working under development. Cluster one, went live in September 2015. This model is based around GP's and multi-disciplinary teams</p>	<p>Executive Director, Adult Services</p>	<p>40</p>	<p>31/03/17</p>	<p>01/09/15</p>	<p>31/03/17</p>
<p><b>Comments:</b> 2 clusters currently operating with multi-disciplinary team working. 3rd cluster to commence early spring 2016.</p>					

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Risk Code	Risk	Responsible Officer	Risk Category	Last Reviewed	Issue Type	Risk Treatment	Initial Rating	Revised Rating	Future Rating	Eff. of Control
SR21	Housing Pressures	Head of City Regeneration Head of Planning Strategy Head of Housing	BHCC Strategic Risk, Citywide risk, Environmental / Sustainability	20/04/16	Threat	Treat	 L4 x I4 10/06/14	 L3 x I4 10/06/14		Revised: Adequate

### Causes

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 Consequence(s)

1. The city is constrained in its capacity to accommodate economic growth, housing supply obligations 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.

### Existing Controls

The Council's Housing Strategy sets out objectives and a 4 year action plan. This includes policy and investment concerning: i) Improving Housing Supply; ii) Improving Housing Quality; iii) Improving Housing Support. This strategy has been agreed by Full Council. The City Plan also sets out housing targets across all tenures; policies on securing affordable housing through the planning system, residential development standards.

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

Risk Action	Responsible Officer	Progress %	Due Date	Start Date	End Date
SR 21 Risk Action: Affordable housing City Plan policy to be adopted	Head of Planning Strategy	100	31/03/16	01/04/15	31/03/16
<b>Comments:</b> The Affordable Housing Policy is part of the City Plan which was Adopted by Full Council on 24th March 2016.					
SR 21 Risk Action: Continue to track numbers of Right to Buy Purchases; student houses; HMOs and homelessness in specific areas and across city	Head of Housing	25	31/03/17	01/04/15	31/03/17
<b>Comments:</b> RTB completions are monitored and reported to housing leadership team; Qtrly meetings with the strategic housing group including university reps and private landlords. Evidence for an Additional licencing scheme for HMOs currently being researched. Student housing strategy work underway.					
SR 21 Risk Action: Greater Brighton Economic Board, City Deal & regional working to find housing solutions.	Head of City Regeneration	30	31/03/17	01/04/15	31/03/17
<b>Comments:</b> Negotiations underway with neighbouring authorities with the view to bring a report to committee.					
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	Head of City Regeneration	30	31/03/16	01/04/15	31/03/16
<b>Comments:</b> work continues with neighbouring authorities					



Risk Action	Responsible Officer	Progress %	Due Date	Start Date	End Date
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	Head of Planning Strategy	10	29/07/16	01/04/15	29/07/16
<b>Comments:</b> City plan approved and work is underway					
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	Head of Housing	100	16/03/16	01/04/14	16/03/16
<b>Comments:</b> Delivery of Temporary accommodation for homeless families through the temporary accommodation procurement (DPS) for the Greater Brighton area has been in place wef March 2016					
SR21 Risk Action: Explore options with universities to improve student accommodation provision to meet forecast growth in student numbers.	Head of Housing	20	31/03/17	01/04/15	31/03/17
<b>Comments:</b> A independent research paper on student accommodation has been submitted to the council and work is now underway to develop a student housing strategy					
SR21 Risk Action: HRA stock improvement & estate regeneration initiative (New Homes for Neighbourhoods) to increase affordable housing supply	Head of Housing	30	31/03/17	01/04/15	31/03/17



Risk Action	Responsible Officer	Progress %	Due Date	Start Date	End Date
<p><b>Comments:</b> HRA asset management strategy has been approved by Housing and New homes committee and P&amp;R committee March 2016 for 2016-2020. New homes delivered at Robert lodge. Further schemes on site at Findon Road, Wellsbourne,, Selsfield Drive and Lynchet Close Improvements being carried out to senior housing units to convert bedsits into 1 bed flats</p>					
<p>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</p>	<p>Head of Housing</p>	<p>30</p>	<p>31/03/17</p>	<p>01/04/15</p>	<p>31/03/17</p>
<p><b>Comments:</b> funding approval agreed at Housing and New homes committee in March 2016 to evaluate and progress proposals for alternative models to deliver affordable homes including joint ventures</p>					
<p>SR21 Risk Action: Investigate options to procure more housing for affordable rented and shared ownership use</p>	<p>Head of Housing</p>	<p>30</p>	<p>31/03/17</p>	<p>01/04/14</p>	<p>31/03/17</p>
<p><b>Comments:</b> funding approval agreed at Housing and New homes committee in March 2016 to evaluate and progress proposals for alternative models to deliver affordable homes including joint ventures</p>					
<p>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</p>	<p>Head of Housing</p>	<p>30</p>	<p>31/03/17</p>	<p>01/04/15</p>	<p>31/03/17</p>

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Risk Action	Responsible Officer	Progress %	Due Date	Start Date	End Date
<b>Comments:</b> Brooke Mead build on site. Work underway with Housing and Adult social services to identify suitable households for the scheme					

Risk Code	Risk	Responsible Officer	Risk Category	Last Reviewed	Issue Type	Risk Treatment	Initial Rating	Revised Rating	Future Rating	Eff. of Control
SR22	Modernising the Council	Chief Executive Assistant Chief Executive Head of Performance & Improvement	BHCC Strategic Risk	20/04/16	Threat	Treat	 L4 x I4 03/11/14	 L3 x I3 03/11/14		Revised: Adequate

Causes

Modernisation is the council's portfolio of change management programmes and projects which will support delivery of corporate principles and priorities. This in turn will help evidence achievement of outcomes in relation to council's purpose as set out in the Corporate Plan. The Corporate Plan sets out, "our purpose to provide strong civic leadership for the well-being and aspiration of Brighton & Hove. We will be successful if we are judged to deliver:

A good life: Ensuring a city for all ages, inclusive of everyone and protecting the most vulnerable.  
A well run city: Keeping the city safe, clean, moving and connected.  
A vibrant economy: Promoting a world class economy with a local workforce to match.  
A modern council: Providing open civic leadership and effective public services."

Potential Consequence(s)

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.  
Modernisation drives the budget planning process and feeds into the Medium Term Finance Strategy. A number of cross-cutting programmes such as Income & Debt, Third Party Spend and Customer First in a Digital Age enable directorates to drive efficiency savings. If the modernisation project/programmes are not delivered successfully, it may impact on council's financial position.

Existing Controls

\*Corporate Modernisation Delivery Board has been set up to initiate and lead programmes and projects that are intended to achieve the Corporate Plan priorities and principles including cross-cutting programmes and projects.

\*The Board is chaired by the Chief Executive and consists of Executive Leadership Team 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.

\* A cross-party Member Oversight Group monitor progress and provide support and challenge as required.



\* The financial benefits are reported to the Policy & Resources Committee as part of TBM reports.

\* Executive Leadership Team (ELT) and Directorate Management Teams (DMTs) are responsible for oversight of business as usual at the time when the organisation is going through significant change.

\* Corporate Modernisation Network consisting of project/programme managers across the organisation work to map and manage project/programme dependencies and escalate any risks/issues to Corporate Modernisation Delivery Board.

Risk Action	Responsible Officer	Progress %	Due Date	Start Date	End Date
Development of council wide approach to create a co-operative council ethos, model and ways of working for Brighton and Hove, involving communities, residents and partners	Chief Executive	25	31/03/20	01/07/15	31/03/20
<p><b>Comments:</b> A Neighbourhood, Communities Modernisation Programme Board is currently chaired by Geoff Raw, Chief Executive pending arrival of Executive Director, Neighbourhoods, Communities &amp; Housing. The Programme's board remit includes developing: neighbourhood hubs; programme of activity to work better with citizens &amp; communities including local governance; more integrated services; and agreement of frameworks, e.g. Social Value Framework, and policies e.g. Volunteering Policy</p>					
Risk Action: Corporate Modernisation Delivery Board to continue to regularly review risks escalated by individual programmes and projects and initiate mitigating actions	Head of Performance & Improvement	75	31/03/20	01/04/14	31/03/20

Risk Action	Responsible Officer	Progress %	Due Date	Start Date	End Date
<p><b>Comments:</b> Corporate Modernisation governance arrangements in place. Internal audit provided 'reasonable assurance'. Some of the savings targets are proving difficult to achieve. Corporate Modernisation Delivery Board to continue to provide support and challenge to project/programme managers and Senior Responsible Owners. Highlight reports provided by project/programme managers include risk section and these are escalated to Corporate Modernisation Delivery Board as appropriate to request support and guidance from the Board.</p>					
<p>Risk Action: Performance Improvement &amp; Programmes team to support, coordinate and challenge programmes and projects delivery.</p>	<p>Head of Performance &amp; Improvement</p>	<p>75</p>	<p>31/03/17</p>	<p>01/10/14</p>	<p>31/03/17</p>
<p><b>Comments:</b> Corporate Modernisation governance arrangements defined and being implemented by the Corporate Programme Management Office. This includes Advisory &amp; Support Group consisting of key support services to ensure all implications of any change proposals are fully considered. Business partnering arrangements in place to provide change management support for lead officers across all directorates Project/programme/BPI training/toolkit/templates in place to ensure consistency across the organisation. Modernisation Network consisting of project/programme managers managing corporate projects/programmes set up to share best practice and identify/resolve barriers. SharePoint site set up to share key documents.</p>					
<p>Risk Action: The funding of the Modernisation portfolio to be regularly reviewed to ensure limited resources are effectively targeted. In addition, resource requirements for the modernisation portfolio to be identified based on business cases.</p>	<p>Head of Performance &amp; Improvement</p>	<p>75</p>	<p>31/03/20</p>	<p>01/04/14</p>	<p>31/03/20</p>
<p><b>Comments:</b> Corporate Modernisation Delivery Board at every meeting reviews expenditure against funding available. Resource requirements identified in business cases are carefully considered. Modernisation funding for future years has been obtained as part of 4 year Integrated Service &amp; Finance Planning.</p>					

Risk Code	Risk	Responsible Officer	Risk Category	Last Reviewed	Issue Type	Risk Treatment	Initial Rating	Revised Rating	Future Rating	Eff. of Control
SR23	<p><b>Developing an investment strategy to refurbish and develop the city's major asset of the seafront</b></p> <p><b>(Joint Risk Owners: Paula Murray - Assistant Chief Executive and Nick Hibberd - Acting Director Environment Development and Housing)</b></p>	Assistant Chief Executive Head of City Regeneration	BHCC Strategic Risk	20/04/16	Threat	Treat	 L5 x I4 03/11/14	 L3 x I3 10/05/16		Revised: Adequate

#### Causes

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. the deterioration of Madeira Terraces in particular have reached a critical point, requiring fencing and safety measures whilst a longer term solution is developed.

#### Potential Consequence(s)

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.



#### 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
- \* Seafront Investment Programme and Project Boards have been established and are actively considering seafront redevelopment opportunities including the Black Rock and King Alfred sites.
- \* Preferred developer has been selected for the King Alfred Site to reprovide a Sports Leisure facility funded through housing development
- \* DfT funding secured for the redevelopment of the West Street / A259 Junction and Shelter Hall. Initial infrastructure work commenced late 2015.
- \* Coast Revival Funding secured to develop Madeira Drive Investment and Regeneration Plan
- \* HLF Funding secured for improvements to Volks Railway
- \* Seafront Arches and A259 infrastructure Phase 2 works due for completion June 2016
- \* P&R approval to commence seafront landscaping around i360 and seafront arches
- \* P&R approval to enter into a conditional development agreement with Standard Life Investments for the Brighton Waterfront Project
- \* Installation of anti-climb fencing at Madeira Terraces November-December 2015 and continued work to minimise risk from potential structural failure

Risk Action	Responsible Officer	Progress %	Due Date	Start Date	End Date
Officers continue to respond to Seafront Scrutiny report recommendations.	Assistant Chief Executive	90	31/12/16	01/12/14	31/12/16
<p><b>Comments:</b> Seafront Investment Programme governance arrangement agreed March 2015.            Seafront Investment Plan under development. Report to Policy &amp; Resources Committee Jan-Feb 2016.            Funding secured for redevelopment of Shelter Hall. Planning application May 2016            Seafront projects included in Greater Brighton Economic Board project pipeline for future rounds of Local Growth Fund</p>					
The interim plans for Madeira Terraces are in development with identified budget; propping the structures, working with traders to create as good an environment for the short term as possible	Head of City Regeneration	45	31/12/16	03/08/15	31/12/16

Risk Action	Responsible Officer	Progress %	Due Date	Start Date	End Date
<p><b>Comments:</b> The Council is exploring practical solutions to secure investment to rebuild and regenerate the Terraces and secure the long-term future of the seafront as a whole.</p> <p>Actions to date include:</p> <ul style="list-style-type: none"> <li>• Planning permission secure for anti-climb fencing</li> <li>• £50,000 funding secured from CLG's Coastal Revival Fund for £50,000 to develop investment and regeneration options. Draft investment and regeneration plan anticipated September 2016.</li> <li>• The Greater Brighton Economic Board agreed at the meeting on the 13th of October 2015 to include Madeira Drive regeneration in the project pipeline for potential funding through Local Growth Fund Round 3.</li> </ul> <p>Next steps:</p> <ul style="list-style-type: none"> <li>• Continue to explore potential solutions to secure investment to rebuild and regenerate the Terraces</li> <li>• Continue to liaise with affected tenants and relocate to alternative accommodation where possible</li> <li>• Continue to liaise with tenants on the on-going operation of Madeira Drive</li> </ul>					
Work to implement the HLF funded plans for Volks can continue with the success of stage 2 funding bid.	Seafront Development Manager	20	31/07/16	01/11/15	31/07/16
<p><b>Comments:</b> Project Manager and Activity Plan Managers now appointed. Design Team to be appointed by end of January.</p>					



Risk Code	Risk	Responsible Officer	Risk Category	Last Reviewed	Issue Type	Risk Treatment	Initial Rating	Revised Rating	Future Rating	Eff. of Control
SR24	Welfare Reform	Executive Director of Finance & Resources Welfare Reform Programme Manager	BHCC Strategic Risk	20/04/16	Threat	Treat	 L4 x I4 27/03/15	 L4 x I3 04/06/15		Revised: Uncertain

Causes  
 Introduction of Universal Credit during 2015/16 with extended roll out during 2016. Implications for staffing levels within services; TUPE issues to DWP; rent collection; council tax collection and pressures on social services and homeless services.  
 Additionally further to the July 2015 national budget a new programme of welfare reform is commencing from April 2016.

Potential Consequence(s)  
 Increased service pressures on housing and social services.  
 Decreased rent and Council Tax collection

Existing Controls  
 A welfare reform team is in place to monitor welfare changes and to coordinate a corporate response to them  
 Ongoing meetings have been held with DWP about change to Universal Credit and go live date for Universal Credit for a limited cohort is 14th December 2015. Negotiations with DWP and third sector about business readiness and commissioning of support for customers who will claim Universal Credit are at an advanced stage.  
 Information is provided to inform housing and children's services colleagues re changes to benefit cap policy and impact on funding of temporary accommodation. Analysis of impact of the changes to the benefit cap in 2016 has been done and a joint strategy to minimise the impact of these changes is being planned across services.  
 Council Tax Reduction (CTR) policy options provided to members to give the option to partially mitigate impact of Tax Credit changes on local CTR costs as part of CTR yearly process. Consultation has been undertaken and reports authored for committee and council.  
 Provide caseworking support directly to customers most significantly affected by the changes (specifically the benefit cap)  
 Regular links maintained with advice and voluntary sector so impacts on citizens can be judged  
 Modelling of specific policies being undertaken to assess the impact on customers in terms of numbers and change.  
 Welfare Reform meetings at CMT level booked in for the year to track these changes and enable a corporate response, this incorporates a detailed risk register with progress of actions reviewed at programme boards.

Risk Action	Responsible Officer	Progress %	Due Date	Start Date	End Date
Analysis of Party political policies to be presented to F&R DMT pre election	Welfare Reform Programme Manager	100	30/04/15	16/03/15	30/04/15
<b>Comments:</b> completed, on feedback from F&R DMT paper re-worked post election and circulated to CMT					
Benefit cap reducing to £20k - Reduction on previously assumed level of £23k. Main impacts likely to be on housing, rent collection and homelessness pressures. Analysis of probable caseload done, shared with appropriate services and action plan in development.	Welfare Reform Programme Manager	50	31/12/16	01/06/15	31/12/16

Risk Action	Responsible Officer	Progress %	Due Date	Start Date	End Date
<p><b>Comments:</b> Precise measures now known, £20k  Implementation date only vague Autumn 2016  Probable caseload identified  Action plan in development with Housing colleagues  Discretionary Housing Payment (DHP) position not clear but some increase in funding expected  Workshop held 15th October with colleagues from Housing, Children's Services, ASC, CVS, Advice services to develop cross services approach to benefit cap.  Initial meetings held with DWP to plan for practicalities of implementation  Feb 2016: Waiting for Welfare Reform and Work bill to complete passage through Parliament.  Work continues with Housing and Children's services to implement action plan</p> <p>March 2016:  Exact timing of implementation of £20k cap still not known, meeting held with member of project team from DWP and still slotted for 'Autmn 2016'. As such this solution Risk Action title has been extended until December 2016  DWP allocation for 16/17 confirmed, £170k increase on 15/16. The full year impact of the new cap is estimated to be between £2m and £3m.  Specific project meeting to address the cap now formed  Specific HOS meeting with colleagues from Housing and Children's services in place  Specific action plan to address the impacts now in first draft  Risks for implementation and possible budget pressures being fed up through Welfare Reform Programme Board 10th March</p>					
Keep relevant staff and stakeholders up to date with information as it becomes available	Welfare Reform Programme Manager	75	05/12/16	01/06/15	05/12/16

Risk Action	Responsible Officer	Progress %	Due Date	Start Date	End Date
<p><b>Comments:</b> Programme governance in place (Senior level, operational level, City Wide Partners level) in place and meetings happening as planned. Members briefed as appropriate through various channels. Key updates have included details and key impacts of July 2015 budget measures and CTR issues.</p> <p>Information provided to relevant services (largely Housing and Children's services) about policy changes which are likely to have direct service impacts and create budget pressures.</p>					
Prepare for Universal Credit (UC)	Welfare Reform Programme Manager	50	01/03/17	04/05/15	01/03/17
<p><b>Comments:</b> Further meetings with DWP re rollout of Universal Credit (UC) in place. Council will commission some support services for people on UC (funded by DWP). Housing have own action plan re direct payments of rent. Revenues and Benefits are required to undertake some business process changes. Rollout of UC planned for 14th December 15, project underway to enable required business changes in revs and bens; and, project underway to commission budgeting and digital support for people on UC (funded by DWP, commissioned by council). Rollout of UC complete. Systems in place within the Revenues and Benefits service and Housing services to manage functionality change. Contract in place to commission Moneyworks to provide digital and budgeting support to claimants of UC.</p> <p>Contract with Moneyworks to be managed through until Mar 2017, impact on customers' ability to pay rent to be monitored and responded to over this time.</p>					
Provide policy options and author reports to give members options on policy issues Eg Council Tax Reduction	Welfare Reform Programme Manager	100	31/03/16	01/04/15	31/03/16

Risk Action	Responsible Officer	Progress %	Due Date	Start Date	End Date
<p><b>Comments:</b> Council Tax Reduction Report due to P&amp;R and Council in December - on track  Welfare Reform Report due to NCE committee November - on track  May have to review DHP policy later in the year which will require committee report  CTR report on schedule; NCE report completed  CTR governance completed, decision made by full Council Dec 16  DHP policy reviewed, no requirement to take report back to committee as current policy allows Universal Credit to be encompassed.</p>					
<p>Report data to programme board on the effectiveness of the caseworking support in place to help the most significantly affected by the Welfare Reforms. Eg trend analysis, financial impact</p>	Welfare Reform Programme Manager	100	31/03/16	01/04/15	31/03/16
<p><b>Comments:</b> Previous programme board (PB) cancelled, next PB due in December where progress will be reported  December PB was also cancelled due to a number of staff having left BHCC, however a meeting was held with the corporate owner of SR24 and the SRO of the welfare reform programme to review the analysis of the caseworking so far. The work is on track and the approach is showing considerable benefits in comparison with national trends. Feedback received and a full business case based on this evidence for the continuation of the programme will be presented by the end of March.</p> <p>PB did not go ahead due to staff changes within the organisation but a meeting was held with the owner of SR24 and the SRO for welfare reform to review the progress made. Feedback received which has been incorporated into a business case for 17/18</p>					
<p>The library service is leading digital inclusion for the council. We are working with this project around digital support for claimants of universal credit, this will include an analysis of current staff skills. There is also a need to identify specific support for UC claimants and fund this through DWP funding streams.</p>	Welfare Reform Programme Manager	100	14/12/15	01/04/15	14/12/15

Risk Action	Responsible Officer	Progress %	Due Date	Start Date	End Date
<p><b>Comments:</b> Project to commission digital support for people claiming UC underway</p> <p>Project to commission digital support completed, digital support for people on Universal Credit will be provided by Moneyworks</p>					
<p>The programme maintains a detailed risk register which is reviewed quarterly.</p>	<p>Welfare Reform Programme Manager</p>	<p>50</p>	<p>31/03/17</p>	<p>01/04/15</p>	<p>31/03/17</p>
<p><b>Comments:</b> Next meeting due September 2015; previous meeting due Sept cancelled, next meeting due December 2015 and will be reviewed there. PB in December also cancelled due to a number of staff having left bhcc. In its place a meeting was held with the corporate owner of SR24 and the SRO of the welfare reform programme to review the risk log.</p>					
<p>The welfare reform programme has been extended for a year, therefore this solution has been extended until 31st March 2017</p>					

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Risk Code	Risk	Responsible Officer	Risk Category	Last Reviewed	Issue Type	Risk Treatment	Initial Rating	Revised Rating	Future Rating	Eff. of Control
SR25	<b>Organisational Capacity as a Result of Change</b>	Executive Director of Finance & Resources Head of HR & OD	BHCC Strategic Risk, Professional / Managerial	20/04/16	Threat	Treat	Amber L4 x I3 10/05/16	Amber L4 x I3 10/05/16		Revised: Uncertain

Causes  
Resilience of organisation due to pace of change, reduction in staff, changing staff and loss of knowledge and history

Potential Consequence(s)

- \* Capacity to undertake change work to design high quality services
- \* Impact on fulfilment of statutory duties
- \* Partnership working becomes more fragile as a result of personnel change
- \* Staff resilience tested by increased workloads leading to potential stress and sickness
- \* Difficulty of recruiting staff to key posts as a consequence of the rapidly increasing costs of living in the city

Existing Controls

Compensation Working Panel assess impact of staff redundancy packages  
Business Planning process including Directorate Plans applies delivery of Corporate Plan to each service area  
ELT and City Management Board exchange details of working arrangements and changes to key personnel across organisations  
Some statutory Performance Indicators (PIs) are Key PIs and are reported regularly to ELT, quarterly or annually  
Other Management Information for example from the annual Staff Survey highlighting areas for focus  
HR working with others to develop a people strategy taking into account organisational needs

Risk Action	Responsible Officer	Progress %	Due Date	Start Date	End Date
Each DMT monitors staff absence and welfare and are supported by HR Business Partners to determine any necessary interventions	Head of Business Partnering	20	31/03/17	01/04/16	31/03/17

Risk Action	Responsible Officer	Progress %	Due Date	Start Date	End Date
<p><b>Comments:</b> HR Business Partners have flagged the need for DMT and other managers to hold regular 1 to 1s with staff and return to work interviews for all absences Staff reminded to update the Pier HR system for all 1 to 1 engagements so that compliance can be tracked Policies and arrangements in place to address concerns of both management and staff, eg Occupational Health referral, whistleblowing, etc.</p>					
Finance monitor contributions from and financial standing of Key Partners to key council policies and programmes as part of routine service	Assistant Director, Finance	25	31/03/17	01/04/16	31/03/17
<p><b>Comments:</b> TBM (Targeted Budget Management) reports to PR&amp;G Committee on a regular basis including issues and risks relating to Key Partners</p>					
HR working with others to develop a people strategy taking into account organisational needs and informed by Corporate Plan refresh and Medium Term Financial Plan	Head of HR & OD	25	31/03/17	01/04/16	31/03/17
<p><b>Comments:</b> Current work on People Strategy is ongoing and will be prepared for Policy &amp; Resources and Growth (PR&amp;G) Committee</p>					
Through the Corporate Modernisation Programme Affordable Housing Development Programme support affordable housing for households working in the city	Head of Housing	10	31/03/19	20/04/16	31/03/19
<p><b>Comments:</b> Recommendations in Housing &amp; New Homes / Policy &amp; Resources Committee reports for March 2016 Committee cycle were approved.</p>					



Risk Code	Risk	Responsible Officer	Risk Category	Last Reviewed	Issue Type	Risk Treatment	Initial Rating	Revised Rating	Future Rating	Eff. of Control
SR26	<b>Council's relationship with citizens</b>	Executive Director of Finance & Resources Acting Head of Communications	BHCC Strategic Risk, Customer/Citizen	20/04/16	Threat	Treat	Amber L3 x I3 10/05/16	Amber L3 x I3 10/05/16		Revised: Uncertain

Causes

Potential reduced service offers by the council or its Key Partners may lead to poor perceptions from citizens  
Adverse media coverage may impact on stakeholders' perceptions of the council and wider city

Potential Consequence(s)

- \* Less support for the council from its citizens
- \* The council's leadership role may be compromised if other organisations are influenced by negative perceptions
- \* Less ability to instigate changes for the city and to council services
- \* Business Rate payers may increasingly hold the council to account for the value for money of services
- \* Reliance on Business Rates means that there is increased focus on meeting the needs of businesses
- \* Increased need to collaborate with other public agencies and third sector organisations to service citizens, including as 'service of last resort'

Existing Controls

Customer Feedback, including complaints and survey methods monitor council reputation, e.g. City Tracker, Media Monitoring  
Fairness Commission working with other public sector agencies and third sector organisations  
'Horizon scanning' by ELT and DMTs of legislative change affecting council service delivery, e.g. Academies White Paper  
Increased joint commissioning with other public sector organisations to demonstrate value for money  
Corporate Plan 2015-2019 emphasises working with Communities  
Officer Steering Group representing 5 biggest customer service functions meets regularly to analyse impact on citizens and plan improvements  
CCG and council work on the Health & Wellbeing Board, including co-location at Hove Town Hall  
Organisational Restructure as agreed by P&R in May 2016 facilitates a new Executive Director, Health & Adult Social Care to work closely with CCG and Public Health England to ensure planning of delivery to our residents  
Front line services work to manage down demand, as detailed in the Directorate Plans for Adult Services and Childrens Services

Risk Action	Responsible Officer	Progress %	Due Date	Start Date	End Date
Deliver Integrated Health Care Plan between CCG and council	Executive Director, Adult Services	10	20/01/17	01/04/16	20/01/17
<p><b>Comments:</b> 1) Proposed appointment of a joint head of commissioning to deliver integrated health services  2) GP cluster continues to roll out across the city and culture change development is underway  3) Appointing an Integrated Service Director in June 2016 who will cover mental health, community, adult services and Brighton Integrated Care (GP organisation) to help with the integrated team development.</p>					
Develop customer service standards and reporting against these standards	Head of Performance & Improvement	50	31/12/16	20/04/16	31/12/16
<p><b>Comments:</b> Work is in progress to refresh our Customer Promise. First draft agreed by Virtual Contact Centre steering group consisting of services representing top 20 transactions with the council. This draft has been shared with Institute of Customer Service. Next step is to seek views from customers on our promise, seek approval from ELT on the final draft and publish it on the website + communicate to customers via various channels. Our performance against these standards gets reported in the Customer Insight Report. Work is underway to finalise Customer Insight Report for 2015/16.</p>					
Finance work with partner authorities on developing lobbying arrangements to push central government to clarify and maximising future income streams and government grants	Executive Director of Finance & Resources	10	31/03/17	20/04/16	31/03/17
<p><b>Comments:</b> Finance working with central government (including DCLG / LGA Business Rates Steering Group) to explore direction of travel  BHCC working with SE7 partners to assess potential impact of different Business Rate Retention policy designs</p>					

Risk Action	Responsible Officer	Progress %	Due Date	Start Date	End Date
Redesign citizen communications and feedback arrangements to enable ELT to make arrangements for service design and ensure relevance to the community	Acting Head of Communications	0	14/12/16	20/04/16	14/12/16
<b>Comments:</b> This is a new strategic risk and action has not yet started but will be developed.					
Volunteering Policy and delivery arrangements across council services and with CVS	Central Policy Development Manager	10	30/06/19	01/06/15	30/06/19
<b>Comments:</b> Volunteering Policy to be submitted for approval to the Neighbourhood, Communities and Equalities Committee in July 2016 after wide consultation. Development of delivery arrangements will continue.					

Risk Code	Risk	Responsible Officer	Risk Category	Last Reviewed	Issue Type	Risk Treatment	Initial Rating	Revised Rating	Future Rating	Eff. of Control
SR27	Devolution	Head of City Regeneration Project Manager Greater Brighton Economic Board Business Manager	BHCC Strategic Risk, Political	20/04/16	Threat	Treat	Amber L4 x I3 10/05/16	Amber L4 x I3 10/05/16		Revised: Adequate

Causes  
 Readiness of politicians and management teams to take up opportunity of Devolution could determine the city's profile in the Region.

Potential Consequence(s)

- \* Council preparedness for devolution will be tested by increased regionalisation
- \* Devolution settlements increasingly linked to new governance arrangements
- \* Relationship with HM Government affected
- \* Impact on council ability to drive economic growth and public service delivery

Existing Controls  
 Brighton & Hove City Council is part of Greater Brighton and the Greater Brighton Economic Board has been established  
 The City Council submitted a bid for devolution deal with government with Greater Brighton Economic Board partners in September 2015  
 Devolution Programme consisting of four streams submitted for approval to the Corporate Modernisation Board

Risk Action	Responsible Officer	Progress %	Due Date	Start Date	End Date
Develop appropriate communications programme	Head of City Regeneration	0	31/03/17	20/04/16	31/03/17
<b>Comments:</b> This is a new strategic risk and action has not yet started but will be developed at the appropriate time.					
Establish Devolution Programme governance arrangements	Head of City Regeneration	0	15/06/16	20/04/16	15/06/16

Risk Action	Responsible Officer	Progress %	Due Date	Start Date	End Date
<b>Comments:</b> This is a new strategic risk and action has not yet started but will be developed at the appropriate time.					
Review of Governance arrangements	Head of Law	0	31/03/17	20/04/16	31/03/17
<b>Comments:</b> This is a new strategic risk and action has not yet started but will be developed at the appropriate time.					

Risk Code	Risk	Responsible Officer	Risk Category	Last Reviewed	Issue Type	Risk Treatment	Initial Rating	Revised Rating	Future Rating	Eff. of Control
SR28	<b>Governance &amp; Assurance Framework</b>	Executive Director of Finance & Resources Head of Internal Audit Risk Manager Head of Performance & Improvement	BHCC Strategic Risk, Legislative	20/04/16	Threat	Treat	Amber L4 x I3 10/05/16	Amber L4 x I3 10/05/16		Revised: Adequate

Causes  
Lack of corporate oversight and timely intervention where assurance issues will impact adversely on council activities

Potential Consequence(s)

- \* Impact on council reputation as a vibrant, well managed organisation affects inwards investment of city
- \* Losses and fraud arise
- \* Impact on decision making and community leadership to address challenges
- \* Less able to manage public sector change and work in new ways

Existing Controls

Council has an active Audit & Standards Committee meeting at least five times a year and reviews governance arrangements, including risk management and internal control

External Audit Letter published

Work underway to develop Corporate Risk Assurance Framework (CRAF) by December 2016

Risk Action	Responsible Officer	Progress %	Due Date	Start Date	End Date
Seek approval of Corporate Risk Assurance Framework (CRAF)	Head of Performance & Improvement	25	28/02/17	20/04/16	28/02/17

Risk Action	Responsible Officer	Progress %	Due Date	Start Date	End Date
<p><b>Comments:</b> Work in progress to draft CRAF. Initial template designed. Meetings arranged with working group of officers. Scheduled to be presented to Audit &amp; Standards Committee in January 17. By February 17, will incorporate all the changes suggested by the committee and publish the document.</p>					

