



Brighton & Hove City Council




Strategic Risk Assessment Report

Risk Category - BHCC Strategic Risk;

ROM Issue:	Financial Outlook for the Council	Responsible Officer:	Catherine Vaughan
		Risk Code:	SR2

Identified 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.

Potential Conseq 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.

Initial:	High		Revised:	High		Future:	Significant	
Risk Identified Date:	15/5/2012		Date Modified:	8/10/2013		Date Modified:	17/5/2012	

Risk Category:
 - BHCC Strategic Risk
 - Economic / Financial

Existing Controls:

- * Ongoing review of the adequacy of risk provisions and reserves to support the budget strategy and to ensure financial resilience;
- * Closer alignment of Corporate Plan and MTFs;
- * City Management Board and Finance Directors reviewing city wide impact and opportunities for joint budget planning;
- * Development of skills and knowledge to support options appraisal of new delivery models;
- * Ongoing consultation and engagement plan for budget setting including with staff, partners, business sector and Community & Voluntary Sector;
- * Close monitoring of council tax and business rates income and regular updating of forecasts.

Effectiveness of Controls: Uncertain
Issue Type: Threat
Risk Treatment: Treat, Treat




Solutions: Meet Targeted Budget Management (TBM) reporting timetable
 Implement budget setting timetable and process
 Review VFM programme and develop further initiatives for 2014/15
 Continue to monitor impact of health sector reforms and local savings strategies
 Regular joint updates to City Management Board on partners' financial positions and strategies
 Monthly Modernisation programme boards

ROM Issue:	Economic Resilience and Sustainable Economic Growth	Responsible Officer:	Geoff Raw
		Risk Code:	SR4

Identified The council has a significant role in championing the city economy and attracting inward investment. It uses its own land and property portfolio to contribute to this alongside a range of policy levers including: housing, planning, economic development, leisure, tourism, education performance and public investment powers

Potential Conseq

- * The city's economy falters in the wake of difficulties in the national and international economy
- * Business Rate income to the city is adversely affected
- * Business, community, employee and employment expectations and aspirations not met and reputation affected
- * Failure to sustain local businesses and attract new investment in the city
- * Failure to achieve Corporate Plan objectives

Initial:	High		Revised:	Significant		Future:	Significant	
Risk Identified Date:	8/5/2013		Date Modified:	18/10/2013		Date Modified:	23/5/2013	

Risk Category:

- BHCC Strategic Risk
- Economic / Financial

Existing Controls:

- * Greater Brighton City Deal initiative has established governance arrangements to support local economic growth and well being;
- * The Council continues to work closely with the Local Enterprise Partnership to influence the economic development strategy and has successfully bid for Growing Places Funding;
- * Council is exploring a variety of policy and financial levers to unlock sustainable growth including housing led regeneration with the Housing & Communities Agency (HCA), and are bringing forward a number of infill site redevelopment opportunities;
- * The City Plan will take account of new legislation affecting planning, including changes to the use classes order, s106 requirements, and impacts on citizens, developers and businesses;
- * Continue to develop the investment options in relation to the council's Asset Management Strategy and work on Major Projects;
- * The Brighton & Hove Economic Partnership are hosting an investment prospectus for the city;
- * Planning service to develop an enabling service approach: reflecting local priorities; encouraging best design and building practice; providing certainty to developers; and improving the reputation of the council;
- * Transport infrastructure funding via the Local Transport Board.

Effectiveness of Controls: Adequate **Issue Type:** Threat
Risk Treatment: Treat,Treat

Solutions: The council will explore how best to ensure that policy decisions and operational activities give stronger consideration to their impact on the business vitality of the city
Refresh the economic strategy for the city, with city partners, to reflect changes in local authority powers and finance (eg Business Rate Retention) and emerging opportunities in the public and private sectors
Complete the submission of the Greater Brighton City Deal bid
Within its commissioning frameworks the council is exploring opportunities to improve the "look and feel" of the public realm in the main commercial areas of the city




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

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

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

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

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

Initial:	Significant		Revised:	Significant		Future:	Significant	
Risk Identified Date:	8/5/2013		Date Modified:	18/10/2013		Date Modified:	16/5/2012	

Risk Category:

- BHCC Strategic Risk
- Environmental / Sustainability

Existing Controls:

- * Adoption of One Planet Living principles for the city and establishment of a city-wide One Planet Board to oversee implementation of One Planet Living action plan;
- * Environmental performance management and reporting;
- * Living Wage introduced at Council and encouraging other businesses to follow suit in the city, as part of Living Wage Commission (chaired by Chamber of Commerce);
- * The refresh of the economic strategy and action plan alongside the emerging City Deal proposals for Eco Tech development in the city afford opportunity to reduce the environmental footprint of economic activity within the city and develop products and services which can positively influence environmental management across global markets;
- * Continue to work in partnership with East Sussex County Council to reduce landfill as a result of the Energy Recovery Facility at Newhaven;
- * Carbon Management Programme Board in place to oversee internal carbon reduction;
- * Carbon budgets are reviewed with clear action plans to meet targets
- * Agreement for council targets on water, waste and sustainable/ethical procurement minimum standards and the installation of monitoring equipment;
- * Installation of metering of water and energy on council premises to reduce waste;
- * Targets and standards introduced as part of the sustainable and ethical procurement process.

Effectiveness of Controls: Adequate **Issue Type:** Threat
Risk Treatment: Treat, Treat




Solutions: Achieve results set out in council's VFM 3 programme on Carbon reduction to improve the council's own environmental performance; and establish annual council carbon budget
 Exploring Green Deal and ECO investment approach with neighbouring authorities
 Continue to work with key statutory agencies and energy providers, eg Southern Water and N Power, to reduce waste, improve efficiency and tackle fuel poverty
 Continue work with partners with aim of implementing a major energy efficiency improvement in homes across the city through HM Government's "Green Deal"
 Implement the One Planet Living Action Plan
 Reviewing recycling opportunities, notably food waste
 Complete the Local Bio-Diversity Action Plan and Biosphere Reserve bid to UNESCO
 Investigate scope for refurbishment and maintenance of council property to incorporate energy and water performance measures, and other improvements eg, photovoltaic devices



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

Identified The council must operate to a high standard of information governance within the overall context of openness and transparency. The Cabinet has implemented a "zero tolerance" policy for access to the national Public Services Network (PSN)

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

Initial:	High		Revised:	High		Future:	Significant	
Risk Identified Date:	8/5/2012		Date Modified:	8/10/2013		Date Modified:	1/10/2013	

Risk Category:
 - BHCC Strategic Risk
 - Legislative

Existing Controls:
 * Information Management Board oversees this risk;
 * Open Government Licence implemented to support open government agenda and records management;
 * Freedom of Information requests – streamlined process developed;
 * Specific project governance arrangements in place for meeting PSN Code of Connection (CoCo) requirements;
 * Re-prioritisation of all ICT project work until CoCo compliance achieved.




Effectiveness of Controls: Adequate
Issue Type: Threat
Risk Treatment: Treat, Treat

Solutions: New project requirements for data centres being scoped
 Information Management Board to develop arrangements and, through Heads of Service, develop accountability for information asset ownership – ongoing
 Information Management Board identified funding to meet implementation streams to meet compliance standards. Further work to follow
 Sharing of best practice across SE7 authorities particularly for remote access
 Business continuity arrangements to be reviewed
 Improved communications plan with staff and Members

ROM Issue:	Welfare Reform	Responsible Officer:	Catherine Vaughan
		Risk Code:	SR 11

Identified The government is implementing widespread welfare reforms and support for council tax has been localised. Introduction of the Universal Credit initiative and changes to housing benefits are expected to have a wide-ranging impact on the council and the city.

Potential Conseq There will be significantly less housing benefit funding in the city. It is complex to predict the impact on individuals and households. There may be increased risk of vulnerability, homelessness and an impact on income collection.

Initial: High  **Revised:** Significant  **Future:** High 
Risk Identified Date: 9/5/2012 **Date Modified:** 18/10/2013 **Date Modified:** 23/5/2013

Risk Category:
 - BHCC Strategic Risk
 - Customer / Citizen

Existing Controls:

- * Cross-council programme management approach to welfare reform, links with other strategies i.e. financial inclusion, digital inclusion, Stronger Families, Stronger Communities Partnership;
- * Additional layer of control implemented via meeting chaired by Risk Owner with representation of Corporate Management Team officers
- * Cross service management governance in place;
- * Financial Inclusion Policy agreed;
- * Additional funding to implement welfare reform included in the budget;
- * Additional discretionary funding identified, policies agreed and proactive use made where necessary ;
- * Advice contract with MACS commissioned to support individuals affected by changes to Council Tax support;
- * Specific short term team in place to work with families affected by the benefit cap ;
- * Issues relating to employment of families affected by Welfare Reform have been referred to City Employment Skills group and Economic Partnership;
- * Outreach work and short term support in place for families at risk of homelessness;
- * Monitoring framework developed with comprehensive suite of impact indicators, to assess service and equalities impacts of welfare reform ;
- * Close monitoring of income collection from council tax and housing rents and corporate critical homelessness budget;
- * Approach to implementation of social housing sector size criteria agreed by Housing Committee;
- * Housing Leadership Team have adopted suggested options to mitigate impact of welfare reforms;




Effectiveness of Controls: Adequate **Issue Type:** Threat **Risk Treatment:** Treat, Treat

Solutions: Detailed research into impacts of Welfare Reform have been commissioned
 Continue to implement measures and develop approach
 In development - Business case for family coach provision to assist families who have complex issues to help those families find employment in the long term
 Intelligence on Government policy and further Welfare Reforms timetable maintained through various channels including ongoing meetings with Government departments and other Local Authorities
 Review of financial advice and financial inclusion issues arising from these reforms
 Delivery of Financial Inclusion Policy
 Ongoing work with Jobs Centre Plus to set up bespoke services to help identified families access work

ROM Issue:	Maintaining Seafront as an asset to the city	Responsible Officer:	Paula Murray and Geoff Raw
		Risk Code:	SR12

Identified The city council is the lead custodian of the city’s iconic seafront. This involves both maintenance of historic infrastructure and development of key and iconic sites. The seafront is the city’s shopfront, a very significant attraction in our visitor economy and a series of important public spaces for our residents. There are 5 million people along our seafront every year.

Potential Conseq The heritage structures and infrastructure managed by the council along the seafront require significant investment. Not all existing assets have received the investment needed to meet the changing patterns and demands of usage. The arches which house many of the seafront businesses are intrinsic to the seafront’s commercial success and are part of the structural support for the city’s major highway the A259 road and footways, many of the structures require significant refurbishment and are under constant monitoring. Madeira Terraces is another current example, where extensive additional financing and resources are needed to meet the refurbishment needs identified.

Initial:	High		Revised:	High		Future:	Significant	
Risk Identified Date:	8/5/2013		Date Modified:	18/10/2013		Date Modified:	3/9/2013	

Risk Category:
 - BHCC Strategic Risk
 - Physical

- Existing Controls:**
- * Seafront arch repair programme to be delivered over 10 years from 2012;
 - * Commissioned structural surveys, e.g. principal inspection of Madeira Terrace and a programme of structural surveys of arches and other seafront structures;
 - * Ongoing visual inspection on day to day basis by seafront team;
 - * Specialist functions involved in internal cross council working group to identify, prioritise and report issues;
 - * Works undertaken to stabilise West Street Shelter Hall;
 - * Council submitted bid for funds for Volks Railway in September 2013;
 - * Agreement for Scrutiny exercise to explore all possibilities for future funding.




Effectiveness of Controls: Uncertain **Issue Type:** Threat
Risk Treatment: Treat, Treat

Solutions: Political Groups asked to nominate Members to act on Scrutiny Panel to be established, will receive support from technical/specialist officers’ working group
 Further investigate issues to develop approach
 Strategic Risk and background reported to ELT on a regular basis to raise awareness of the seafront investment issues and importance to the city
 Council continues to work with city businesses and resident groups to explore investment solutions
 Arch repair programme being planned including re-instatement of West Street Shelter Hall , and attention to ancillary road traffic works
 Seafront Structures Management Plan (SSMP) to direct activity is in report form to be presented to committee for agreement
 Regular focus by specialist functions, issues to be reported to Risk Owners
 Local Transport Plan (LTP): Capital funding for works for 2013/2014 to the east and west of West Pier is 2.2m. This should then be re-added to the 2014/2015 budget to finish the eastern arches which totals £1.2m

ROM Issue:	Keeping vulnerable adults safe from harm and abuse	Responsible Officer:	Denise D'Souza
		Risk Code:	SR13

Identified Keeping vulnerable adults safe from harm and abuse is a legal responsibility of the council. Brighton & Hove City Council have a statutory duty to co-ordinate safeguarding work across the City, and to lead the Safeguarding Adults Board which oversees work locally, in partnership with Police, Health and Social Care providers. Over 1400 concerns were raised last year about vulnerable people, 700 progressed to safeguarding referrals requiring investigation. Clarity around CCG (Clinical Commissioning Group) responsibility and area team Surrey/Sussex is unclear. NHS colleagues awaiting guidance from NHS England.

Potential Conseq Cases are more complex and demands can vary. The council is able to respond appropriately at a time of change and contact is vital to protect those most vulnerable.

Initial:	High		Revised:	Significant		Future:	Significant	
Risk Identified Date:	8/5/2013		Date Modified:	7/10/2013		Date Modified:	23/5/2013	

Risk Category:

- BHCC Strategic Risk
- Customer / Citizen

Existing Controls:

- * Awareness through messages and training;
- * Safeguarding Board workplan;
- * Learning from serious case reviews, coroners concerns and case review from national work;
- * Good multi-agency work: Pilot role and access point from Police;
- * Audit of Safeguarding investigations and alerts (to check as appropriate);
- * Maintain the role and numbers of professional social workers through service redesign and voluntary severance to ensure capacity;
- * Agreed process for escalation with NHS Surrey/Sussex to ensure timelines of clinical investigations;
- * Multi-agency training in place for better awareness, investigation management;
- * Highly motivated social workers
- * Assessment of need using agreed threshold policies and procedures;
- * Staff provided with learning opportunities and undertake continuous professional development.



Effectiveness of Controls:	Adequate	Issue Type:	Threat
		Risk Treatment:	Treat, Treat

Solutions: From multi-agency work with Police, review pilot to inform service delivery
 Continue to raise awareness through messages and training
 Continue to learn from serious case reviews, coroners concerns and case review from national work
 Await and react to how CCG responsibilities are affected by NHS England guidance

ROM Issue:	Pay & Allowances Modernisation	Responsible Officer:	Penny Thompson
		Risk Code:	SR14

Identified The pay, terms and conditions of employees of Brighton & Hove City Council are constructed from a number of different sources. Key terms and conditions such as pension rights and entitlement to sick pay are agreed nationally. Basic pay is governed by the council's job evaluation and grading system which was implemented in January 2010 and the rates of pay are set in accordance with nationally agreed pay scales. In addition, a significant number of staff receive allowances and additional payments because of the nature and pattern of the work that they do. These allowances are locally determined but over time the current system has become complex, is based on historic requirements and is no longer fit for purpose. Pay Modernisation is designed to implement a new system of allowances that is fair, consistent, modern and transparent and takes into account relevant legislation and case law, in particular in relation to equal pay and broader employment law.

Potential Conseq Pay Modernisation is critical to ensure a fair, consistent, modern and transparent system of pay. Failure to implement an appropriate system of pay could lead to significantly greater legal and financial risks in future; service disruption during the implementation phase; and reputational damage.

Initial:	High		Revised:	Significant		Future:	Significant	
Risk Identified Date:	8/5/2013		Date Modified:	8/10/2013		Date Modified:	4/9/2013	

Risk Category:
 - BHCC Strategic Risk
 - Professional / Managerial

Existing Controls:

- * Agreement from Policy & Resources Committee to negotiate new allowances structure;
- * Clear officer governance structure set up for communications, negotiations and decision-making;
- * Clear communication strategy for members, staff and officers;
- * Identified staff and other resources in Finance, Legal and HR to support negotiations, pay modelling and financial and legal implications;
- * Refreshed Business Continuity Plans

Effectiveness of Controls: Adequate




Issue Type: Threat
Risk Treatment: Treat, Treat

Solutions: Introduce new simplified payroll system for payment of allowances and ensure compliance and monitoring of operational practice to accord with new scheme
 Review of use of casual staff required
 Resources identified in order to support new allowances and expenses scheme, service re-design and communication with individuals

ROM Issue:	Keeping children safe from harm and abuse	Responsible Officer:	Pinaki Ghoshal
		Risk Code:	SR15

Identified 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 which oversees work locally and in partnership with Police, Health and social care providers. The numbers of children in care, and with Child Protection and Children in Need plans, are significantly higher than in similar authorities.

Potential Conseq The complexity of circumstances for many children presents a constant state of risk. Understanding and managing risk 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 and 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.

Initial:	High		Revised:	Significant		Future:	Significant	
Risk Identified Date:	8/5/2013		Date Modified:	18/10/2013		Date Modified:	23/5/2013	

Risk Category:
 - BHCC Strategic Risk
 - Customer / Citizen

- Existing Controls:**
- * LSCB established with strong leadership by the Independent Chair;
 - * LSCB high level plan agreed with intent for sub-groups to develop detailed action plans;
 - * Early Help Strategy consultation started in October 13, with conference launch of Strategy on 5 November 13;
 - * Report delivered to LSCB following robust audit programme of multi-agency activity via audit of case files and safeguarding practice;
 - * Internal Audit recommendations on children's services implemented;
 - * New supervision policy launched for all staff in children's services involved in safeguarding activities;
 - * Plans to introduce a MASH (Multi-Assessment Safeguarding Hub)
 - * Serious Case, Local Management and Child Death Reviews to identify and learning and action for improvement;
 - * Clarity regarding roles, responsibilities and accountabilities of all professionals and agencies;
 - * Robust assessment of need using agreed thresholds, policies and procedures;
 - * Continuous professional development and learning opportunities;
 - * Development of an Early Help Strategy and Integrated Teams providing targeted support to the most troubled families (Stronger Families, Stronger Communities programme).

Effectiveness of Controls: Adequate **Issue Type:** Threat
Risk Treatment: Treat, Treat

- Solutions:**
- Ensure multi agency Quality Assurance and audit arrangements.
 - Address failures in ICT information storage and retrieval processes to ensure appropriate access to case files by social workers.
 - Develop use of Patchwork: a multi-agency information sharing tool
 - Ensure coherent early help strategy and provision for school age children
 - Establish a multi-agency hub (MASH) in partnership with the Police.
 - Development of detailed action plans to support LSCB high level plan by sub-groups of LSCB



ROM Issue:	Wider Modernisation of Social Care	Responsible Officer:	Denise D'Souza
		Risk Code:	SR16




Identified The Care Bill is progressing through Parliament with implications for:

- * safeguarding
- * funding of social care
- * contributions for care costs (Dilnot report)
- * increased duties in respect of carers

The changes to funding (the Integration Transformation Fund 'ITF') affect how the whole system of social care, across the public and private sectors, works together. This in a backdrop of already significant changes to the NHS still being implemented and reduced budgets for, and increased savings required from Local Government

Potential Conseq

- * For ITF there is a short timescale which combines with the other significant challenges already being addressed
- * ITF requires the whole system of social care to work together to deliver the performance targets for ITF
- * The current statutory duties of the council continue but more will be added
- * There will be different elements and responsibilities of partners so that the whole system of social care will need review and work to manage challenges such as capacity, set up time, need to quantify additional work, whilst meeting existing duties

Initial:	High		Revised:	High		Future:	High	
Risk Identified Date:	25/9/2013		Date Modified:	18/10/2013		Date Modified:	7/10/2013	

Risk Category:

- BHCC Strategic Risk
- Partnership Working/ Management

Existing Controls:

- * Meetings with Clinical Commissioning Group (CCG) to develop ITF plan to be submitted by March 2014
- * Scanning for changes to Care Bill and implications
- * Planned review of Safeguarding Board to ensure that arrangements will be fit for purpose when the legislation comes into effect
- * Some project support available to support carers and implications of new bill
- * Planned review of the fitness for purpose of the Health & Wellbeing Board for new expectations of governance of the ITF
- * Modernisation Board set up to pull together many work streams and projects and will prioritise actions
- * Already a small number of local authority staff working on 7 day contracts and work continues to incorporate into new contracts
- * Working with partners to inform and influence all parties involved in social care provision so that understanding, capacity and performance meets new requirements

Effectiveness of Controls: Adequate

Issue Type: Threat

Risk Treatment: Treat, Treat

Solutions: When legislation comes into effect make necessary changes to procedures and arrangements , e.g review Safeguarding Board
In new employment contracts continue to introduce 7 day working arrangements

ROM Issue:	School Places Planning	Responsible Officer:	Pinaki Ghoshal
		Risk Code:	SR17

Identified 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 Conseq

- * 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.

Initial:	High		Revised:	Significant	
Risk Identified Date:	25/9/2013		Date Modified:	18/10/2013	
Risk Category:	- BHCC Strategic Risk - Customer / Citizen				

Existing Controls:

- * 465 new primary school places (15.5 classes) added in last five years;
- * Two new free schools opened in city;
- * Four class junior site to open on Hove Police Station site September 2014;
- * Work with Members on a cross-party basis and with partners to bring forward proposals and share understanding;
- * 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
- * New cross party school place planning group chaired by Executive Director Children's Services







Effectiveness of Controls:	Adequate	Issue Type:	Threat
Solutions:		Risk Treatment:	Treat

Cross-party Members and partners working group terms of reference agreed, first meeting date set and early focus to be secondary school places and sites
 Report to Children's Committee in October 13 to recommend opening of junior school site at Police Station
 Council and education providers work together to improve school performance so that all are outstanding

ROM Issue:	Effective use of technology	Responsible Officer:	Catherine Vaughan
		Risk Code:	SR18

Identified The Modernising the Council priority is dependant on a high quality of ICT infrastructure and service, and staff who are able to make the most of the technology available to them . Customers' expectations of how they are able to interact with the council relies on effective use of technology.

Potential Conseq If we do not invest appropriately in technology and its effective use , we will be unable to deliver sufficient efficiency savings and meet customer expectations

Initial: High  **Revised:** High  **Future:** High 
Risk Identified Date: 25/9/2013  **Date Modified:** 18/10/2013  **Date Modified:** 8/10/2013 

Risk Category: - BHCC Strategic Risk
 - Technological

Existing Controls:

- * ICT Strategy
- * ICT investment plan (partially funded)
- * Current investment in new network and roll out of new Microsoft Operating Suite
- * ICT workforce planning ideas shared within council and SE7 partners
- * Improving Customer Experience Board includes focus on measures to enhance customers' experience and digital access to council services

Effectiveness of Controls: Uncertain **Issue Type:** Threat
Risk Treatment: Treat,Treat

Solutions: Review skill set of ICT staff procuring and managing complex contracted services
 Reprtortise existing ICT spend where possible
 Review ICT skills and training offer for all staff

