



Brighton & Hove City Council
Strategic Risk Assessment Report
Rachel Musson

Risk Category - BHCC Strategic Risk;



ROM Issue:	Financial Outlook for the Council	Responsible Officer:	Rachel Musson
		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 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. 2015).
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
Risk Identified Date:	15/5/2012	Date Modified:	10/6/2014

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;
- * 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;
- * Modernisation projects and programmes including VfM in place.
- * City Management Board and Finance Directors review city wide impact & opportunities for joint budget planning;
- * Consultation and engagement plan for budget setting continues to include staff, partners, businesses and Community & Voluntary Sector;
- * Development of skills and knowledge 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;

Effectiveness of Controls: Adequate **Issue Type:** Threat

Solutions: SR 2 Risk Action: Delivery of value for money programme financial and non-financial benefits as part of the Modernisation Programme
SR2 risk action: Incorporating progress on delivery of 15/16 savings within the monthly TBM reports
SR 2 Risk Action: Continue to monitor impact of health sector reforms and local savings strategies
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.
SR 2 Risk Action: Regular MTFS updates of the City Council's projected financial position for future years
SR2 Risk Action: Corporate Modernisation Delivery Board board includes monitoring and RAG review 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.
SR 2 Risk Action: Meet Targeted Budget Management (TBM) reporting timetable and identify risk mitigation and corrective action where necessary
SR 2 Risk Action: Devise and implement Corporate Plan & MTFS service and financial planning timetable and process.



ROM Issue:	Effective investment, support and use of technology and ICT services	Responsible Officer:	Rachel Musson
		Risk Code:	SR18

Identified There is ever rising expectation and demand for excellent and compelling digital services by citizens, visitors, businesses, partners, Members and officers. This is driven by a collection of needs and desires from increasing staff productivity, ever more complex challenges in safeguarding and demand management, through to citizens experience expectations driven by high quality consumer digital services. The Council's current and future services are highly dependent on user centric, secure, resilient and flexible digital capabilities, ICT infrastructure and services. It is also dependent on a workforce who can exploit, innovate and support these services.

Potential Conseq If we do not invest appropriately in technology, digital capabilities and their effective use, we will be unable to deliver on the modernisation agenda and core outcomes within the corporate plan including closing the financial gap and meeting customer expectations. We will also put at risk key responsibilities in safeguarding and protecting the most vulnerable through staff not having access to the information and support needed to carry out their roles. As a high profile digital city, both the Council's and the City's reputation's are at risk if we do not invest to deliver high quality digital services in line with the rising expectations of citizens, visitors, Members and staff. Equally the dependency on the reliability and availability of ICT services increases the reputational and safeguarding damage through failures in business continuity can be severe.

Initial:	High		Revised:	High	
Risk Identified Date:	25/9/2013		Date Modified:	31/10/2014	

Risk Category:
 - BHCC Strategic Risk
 - Technological

Existing Controls:

- * ICT Strategy (to 2016);
- * ICT investment plan (partially funded but only through to 2016);
- * Infrastructure Programme delivering upgrades of ICT infrastructure, hardware and systems to improve service flexibility, availability, business continuity and cybersecurity standards including; local networks (wired and wireless), telephony (fixed and mobile);
- * Current deployment of the new Network jointly with partners through the LINK (Completed);
- * Roll out of new Microsoft Operating Suite (Windows 7 and Office 2010) (Completed);
- * Migration of computer rooms to third party data centres and hybrid cloud services(Underway);
- * ICT workforce planning ideas shared within council and SE 7 partners;
- * Review of priority ICT Service needs across Directorates (Completed);
- * Customer First in a Digital Age (CFDA) programme is focussed on developing and delivering new digital and ICT capabilities to support business strategies across the Council including digital channels, mobile capabilities and staff capabilities required to make us fit for the future, however this programme will require substantial investment which is as yet not identified.
- * Information Management strand of CFDA developing and delivering capabilities for encrypted email, file sharing services and enterprise content management

Effectiveness of Controls: Uncertain **Issue Type:** Threat

Solutions: SR18 Risk Action: Compare the ICT workload & existing ICT investment priorities for 2014-2016, with the emerging strategic priorities across directorates and for the Council as a whole. Work with ELT and corporate change partners to identify gaps requiring targeted investment to support business strategies and support the Council's outcomes.

SR18 Risk Action: Review required ICT skills and training offer requirement for all staff in the light of next round of investment plans.

Development of supporting ICT Digital Investment Plan in support of ICT Digital Strategy and Customer First in a Digital Age programme.

SR18 Risk Action: Improve clarity & 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

Development of Customer First in a Digital Age programme, incorporating current investments in Digital improving Customer Experience (DiCE) and Information Management Programme, targeting required needs to support the new corporate plan and ambitions identified by the board and through emerging strategic priorities engagement.

Development of new ICT Digital Strategy in support of the corporate plan and emerging strategic priorities.

SR18 Risk Action: Put in place expert ICT supplier relationship skills to deliver best value from complex contracted services and additional support, planning and advice on sourcing and procurement

