

IDENTIFIED RISK/RISK ACTION PLAN – SRR 4.2

SECTION A – Risk description and existing controls

Risk description	Inability to innovate and respond to new and emerging technological developments
Risk theme	Technological
Risk reference	SRR
Risk owner (name and role)	Miranda Cannon, Director of Delivery, Communications and Political Governance
Current risk score	12
Response strategy/action	Treat
Target risk score	9
Risk review date	30/04/23

Potential Impact/Likelihood

Provide a brief summary of the risk that you have identified in this section and the likely impact on the organisation's objectives if the risk occurs

Unable to respond sufficiently to technological developments due to cost and speed of change

Provide a brief explanation of impact of this risk and the why the likelihood is scored as it is (will help with root cause and possible controls)

Unable to meet resident expectations.
Poor customer experience
Importance is undervalued by political and managerial leadership.
Significant pressure on revenue and capital budgets from demand for, and cost of new technologies.
Compromises ability to realise savings from end to end transformation of services/processes and use of digital channels to manage demand.
Unable to retain the skills and capacity to support the organisation in maximising the impact of technology due to competitive market.

Existing action/controls already in place

Describe the specific actions and controls that are already in place now to manage the risk

1. Engagement in networks and forums such as DHLUC Local Digital to gather learning and ideas from elsewhere.
2. External review of ICT infrastructure completed to support development of a strategy which will underpin the medium-to-longer term digital transformation of the Council and a programme underway to implement.
3. Engaged Enterprise Architect to support detailed design and implementation of a fit for purpose corporate architecture.
4. Embedding an agile approach to technological developments to support a more rapid and flexible deployment of solutions.
5. Using graduates to support a grow our own strategy in relation to ICT Developers.
6. Governance arrangements in place to oversee and manage digital, data and technology developments across the organisation and ensure alignment with wider enterprise ICT architecture.

Current risk score with existing measures

Impact	Likelihood	Risk rating (I X L)
3	4	12

Response strategy: Treat

Further management action/controls:

List the further action(s) that will be taken in addition to existing controls to manage the risk. Complete the action plan in section B:

1. DDaT CRM and integration hub programme to develop enabling technology platforms around data and reporting and analytics.
2. Ensure wider digital, data and technology developments are aligned to enterprise wide ICT architecture.

Target risk score with further management actions/controls

Impact	Likelihood	Risk rating (I X L)
3	3	9

SECTION B – Risk action plan

Action No	Control / Action	Action owner	Target date for implementation	Resources/costs required to implement	Progress update - date action completed / pending (if so why)	Success criteria
1	DDaT CRM and integration hub programme to develop enabling technology platforms around data and reporting and analytics	Miranda Cannon / Carl Skidmore	Deliver first foundational phase of the programme by April 2023	Officer time Support from Microsoft Dynamics partner and for an accelerator product for the first phase	Jan 23 – Microsoft partner Tisski have provided initial Discovery report for Graffiti proof of concept project. Awaiting broader CRM Discovery report. The Graffiti minimum viable product is currently planned for delivery in March 2023.	Enterprise-wide architecture which supports effective deployment and use of new and emerging technologies and enables the organisation to maximise benefits of this
2	Ensure wider digital, data and technology developments are aligned to enterprise wide ICT architecture	Miranda Cannon / Carl Skidmore	Ongoing governance arrangements	Officer time	Jan 23 – this work is ongoing supported by the robust Gateway processes and governance in place for DDaT projects and activities	New technologies align with wider strategy and organisational priorities

