Transformation risk register
Last updated 27/02/17
Note - scores based on Risk Management Strategy that went to the Transformation Programme Board on 20 July 2016

Risk (If - Then)	Background - Cause/Effect	Likelihood	Impact	Inherent rating	Mitigation / current controls	Likelihood	Impact	Residual rating	Further action required (include timescales)	Risk Owner	Completion/ review date
Culture: If Council staff and Members do not embrace change then the Council's vision cannot be delivered.	1. Poor engagement. Staff not understand the purpose for Transformation 2. Poor communication 3. Silo mentality 4. Lack of reflection/learning	Major	Very High	A1	1. Large scale transformation training programme delivered and is helping breakdown silos. 2. Project managers 'workshops' instigated. 3. Evaluation report to the Board as projects close. 4. Various comms incl District Lines, CE briefings, intranet. Comm strategy being developed.	High	Moderate/ minor	B2	Treat: 1. Improve stakeholder management to ensure relevant staff are involved much earlier in projects 2. Communication of learning points from projects 3. Somehow capture and retain knowledge	Head of Transfor mation	
Capacity: If the Council lacks expertise or capacity then the Transformation programme cannot be delivered	1. Staff resource issue (lack of experts and loss of key staff) 2. Risk of internal controls failing in Business as Usual activities if staff are diverted to projects	Very high	Moderate	A2	1. Formal project groups with range of skills and experiences 2. Project priorities determined.3. Analysis of who sits on what projects. 4. 16/17 Internal Audit reviews found no significant loss of internal controls.	High	Moderate/ minor	B2	Tolerate: Keep staff resourcing and training requirements under review	Head of Transfor mation	
Programme Management: If projects are not co-ordinated this could have a knock-on affect on other projects or affect delivery of the overall programme.	1. Lack of consistency between projects 2. Lack of direction 3. Over bureaucratic process 4. Too many projects 5. Similar projects undertaken in isolation (e.g. scanning)	Very High	Major	A1	1. Board involvement and scrutiny 2. Clear project methodology. 3. Member involvement and reporting at Cabinet level. 4. Transformation Team with regular reports to the Board 5. Programme Management Office (PMO) which involves Assistant Directors at different times.	Medium/ Low	Moderate/ Minor	C2	Tolerate: Bringing in Covalent to help manage the overall programme.	Head of Transfor mation	
Benefits: If projects are internally driven then benefits for our customers will not be delivered or are incompatible with other systems/processes	1. Process change to suit internal requirements rather then our customer requirements 2. Need to ensure proposed changes integrate with other processes and/or IT systems.	High	Moderate	B2	Business case	High	Moderate	B2	Treat: 1. More work required to ensure benefits are properly articulated and communicated 2. Review programme and project process to ensure it is customer focussed 3. Ensure IT and procurement are involved at the outset in case they are aware of conflicting priorities.	Head of Transfor mation	
Finance: Financial constraints on the Council due to poor financial management of individual projects and the overall programme. Expected financial benefits are not realised.	1. Escalating costs and/or diminished funding 2. Unexpected costs (Note risk score based on overall programme not individual projects)	Very High	Major	A1	1. All projects require a business case 2. Financial outturn at project end.	High/Me dium	Major	B1	Treat: 1. Financial monitoring against budgets needs to be undertaken throughout the lifecycle of a project and become the norm. 2. Ensure accountancy are involved from the outset and throughout projects.	Head of Transfor mation	

Potential future risks: 1. Transformation fatigue leading to loss of staff morale and impetus 2. Political changes impacts the direction of the Transformation programme. **Potential future opportunities**: Bring in external experts for Transformational change (financial impact but could free up staff)	Keep a watching brief									