

Project risk management is the process of identifying, assessing and responding to any risk that arises over the lifecycle of a project, to ensure the project remains on track and meet its objectives.

As part of the central #OneTeam Transformation Programme central documentation, a risk register has been created.

In line with the agreed Terms of Reference, this register is reviewed and discussed at the #OneTeam Project Team meetings and shared with the #OneTeam Programme Board by way of exception reporting.

At the time of writing this report, the top initial programme risks are outlined below, also showing the adjusted rating on taking mitigating actions.

No.	Description of Risk	Potential Impact	Impact	Likelihood	Initial Risk Score	Risk Owner	Mitigating Actions Taken	Revised Impact	Revised Likelihood	Revised Risk Score
R1	The Programme is under resourced	Project benefits not realised impacting on viability of delivery of the programme. Knock on effect to BAU	5	4	20	SRO	<p>Budget approved to fund external commission of specialist services to deliver the programme.</p> <p>HR and Comms service reviews prioritised as critical in supporting delivery of Phase 2 of the programme.</p> <p>Consideration also given to supporting and creating capacity for those internal staff involved in undertaking service reviews i.e. those performing roles plus their day job, e.g. Key Change Champions.</p> <p>Service delivery workstream to be led by Tier 3 Lead once Phase 1 completed.</p>	3	2	6
R2	Effective governance and monitoring is not in place	Anticipated benefits are not achieved	5	4	20	SRO	<p>Programme management services commissioned, with supporting governance, monitoring and reporting in place.</p>	2	2	4
R3	Programme not delivered due to resource skill set issues	Slippage, reduction in staff morale and perception of programme. Knock on effect to BAU	5	4	20	HR & WD WL	<p>Resource planning in place for programme, including use of external specialist resources.</p> <p>HR and Workforce Development Workstream will specifically address this risk.</p>	3	2	6
R4	Lack of cross Council/services working prevents successful delivery of programme	Programme will be delayed, milestones missed and benefits not delivered as expected	5	4	20	SRO	<p>Shared priorities and objectives confirmed.</p> <p>Project processes/templates introduced to encourage and support cross Council working.</p>	2	2	4

R5	Failure to engage key stakeholders leading to lack of understanding of programme, its goals/achievements. Also leads to deterioration in working relationships with external partners at an operational and strategic level	Benefits are eroded. Reputational damage. Operational effectiveness impacted	5	4	20	C&E WL	<p>Communications consultant brought in for up to 29 days between March and July 2022.</p> <p>Communications strategy and accompanying communications handling plan in place.</p> <p>Stakeholder and channel mapping being undertaken.</p> <p>Annualised communications planner for project in development.</p>	5	3	15
R6	Inability to share personal/sensitive data between both Councils	Non compliance with protocols around sharing personal/sensitive data will impact on progress with service reviews and HR BAU	4	5	20	SRO	<p>Discussed with legal and to be covered within S113 agreement.</p> <p>JS appointed so can be shared via this post and local arrangements where necessary.</p>	3	4	12
R7	Impact of change in SRO	Programme will be delayed, milestones missed and benefits not delivered as expected	5	4	20	PS	Effective handover arrangements in place - to be discussed #OneTeam Project Team meeting June 2022.	4	3	12

### Definitions

	Impact	Likelihood	#OneTeam role	
1	Negligible	Unlikely	Project Sponsor	PS
2	Minor	Less Likely	Senior Responsible Officer	SRO
3	Moderate	Likely	HR & Workforce Development Workstream Lead	HR & WD WL
4	Significant	Very Likely	Service Delivery Workstream Lead	SD WL
5	Major	Definite	Communication & Engagement Workstream Lead	C&E WL