

Project Name: #OneTeam Transformation Programme

Version_Date: 07.11.22

| No. | Programme/Workstream | Description of Risk | Potential Impact | Impact | Likelihood | Initial Risk Score | Mitigating Actions | Risk Owner | Revised Impact | Revised Likelihood | Revised Risk Score | Notes |
|-----|------------------------------|--|---|--------|------------|--------------------|---|------------|----------------|--------------------|--------------------|---|
| R2 | Programme | Robust contracts not drawn up to underpin the partnership | Programme not viable and collaborative transformation not achieved | 5 | 4 | 20 | A formal contract/memorandum of understanding in place, and agreed by all partners | PS | 2 | 2 | 4 | Completed |
| R4 | Programme | 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 | Budget approved to fund external commission of specialist services to deliver the programme HR and Comms service reviews prioritised as they are critical in supporting delivery of Phase 2 of the programme 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 Service delivery workstream to be led by Tier 3 Assistant Director once Phase 1 completed | SRO | 3 | 2 | 6 | HR resource identified to support programme of work. Finance monitoring workload to ensure BAU continues. Should there be a need to support Finance with additional support the budget is available if required |
| R6 | Programme | Effective governance and monitoring is not in place | Anticipated benefits are not achieved | 5 | 4 | 20 | Programme Management services commissioned, with supporting governance, monitoring and reporting in place | SRO | 2 | 2 | 4 | Completed |
| R7 | Comms and Engagement | Lack of engagement and understanding of the programme across all levels of the organisation | Key messages not received and understood. Engagement opportunities missed. Delays and/or benefits eroded. Transformation not achieved | 5 | 4 | 20 | Communications consultant brought in for up to 29 days between March and July Communications strategy and accompanying communications handling plan in place Annualised communications planner for project in development. | C&E WL | 5 | 2 | 10 | Risk likely to reduce further once annualised communications planner and associated actions embedded. |
| R8 | Programme | 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 | Resource planning in place for programme, including use of external specialist resources. HR and Workforce Development Workstream will specifically address this risk | HR & WD WL | 3 | 2 | 6 | |
| R9 | Programme | 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 | Shared priorities and objectives confirmed Project processes/templates introduced to encourage and support cross Council working Joint management workshops begun to be regularly held to develop working relationships | SRO | 2 | 2 | 4 | |
| R11 | Programme | Failure to engage key stakeholders leading to lack of understanding of programme, its goals or 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 | Communications consultant brought in for up to 29 days between March and July Communications strategy and accompanying communications handling plan in place Stakeholder and channel mapping being undertaken Annualised communications planner for project in development | C&E WL | 5 | 3 | 15 | |
| R12 | Service Delivery | Service reviews do not deliver agreed benefits | Agreed benefits not realised | 5 | 4 | 20 | The Service Delivery Workstream will use a service review and business case template to ensure that all projects are evaluated using the same criteria and deliver the required benefits | SD WL | 2 | 2 | 4 | |
| R14 | HR and Workforce Development | Staff are not supported through transformational change | Slippage and reduction in staff morale | 5 | 4 | 20 | HR and Workforce Development Workstream will specifically address this risk - programme budget has been allocated to required training | HR & WD WL | 3 | 3 | 9 | |
| R15 | HR and Workforce Development | Policy framework and terms and conditions are not resolved | Slippage and reduction in staff morale | 5 | 4 | 20 | HR and Workforce Development Workstream will specifically address this risk and considered within service reviews | HR & WD WL | 3 | 4 | 12 | |

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|-----|----------------------|--|--|---|---|----|---|--------|---|---|----|---|
| R17 | Programme | 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 | 31.03.22 SRO update. Discussed with legal and to be covered within S113 agreement. JS appointed so can be shared via this post and local arrangements where necessary | SRO | 3 | 4 | 12 | Completed |
| R19 | Comms and Engagement | Current market for communications specialists makes recruitment into revised roles more challenging. | Failure to recruit. Delays and/or benefits eroded. Transformation not achieved. Reputational damage | 5 | 4 | 20 | None at present | C&E WL | 4 | 4 | 16 | This risk will become clearer as business case is undertaken and so may be reduced. Market may also change as current situation is believed to have only arisen in past 6 months. |
| R22 | Programme | Impact of change in SRO | Programme will be delayed, milestones missed and benefits not delivered as expected | 5 | 4 | 20 | Effective handover arrangements in place - discussed #OneTeam Project Team meeting June and July 2022 | PS | 4 | 3 | 12 | |
| R23 | Programme | Impact of Tier 3 review and vacant posts | Programme will be delayed, milestones missed and benefits not delivered as expected | 5 | 4 | 20 | Recruitment to vacant Tier 3 posts and Road Map reviewed in light of appointments made June 2022. Interim arrangements in place as may be required (to be discussed at monthly #OneTeam Project Team meetings). 12.07.22 position to be assessed at Project Team meeting September 2022 - agreed Phase 2 remains on track | PS | 4 | 3 | 12 | |
| R24 | Programme | Finance function under resourced | Phase 2 service reviews within the Programme will be delayed, milestones missed and benefits not delivered as expected | 5 | 4 | 20 | 06.10.22 Recruitment to vacant posts underway. SD WL considering best way to create capacity and temporary resourcing within Phase 2 of the Programme | SRO | 3 | 3 | 9 | |

Definitions

| | Impact | Likelihood | Key | Name, Position | |
|---|-------------|-------------|---|--|------------|
| 1 | Negligible | Unlikely | Project Sponsor | Jonathan Stephenson, CEO | PS |
| 2 | Minor | Less Likely | Senior Responsible Officer | Emily Yule, Strategic Director - from October 2022 | SRO |
| 3 | Moderate | Likely | HR & Workforce Development Workstream Lead | Nichola Mann, HR Manager | HR & WD WL |
| 4 | Significant | Very Likely | Service Delivery Workstream Lead | Greg Campbell - Director - Policy & Delivery | SD WL |
| 5 | Major | Definite | Communication & Engagement Workstream Lead | Leona Murray-Green, Comms Manager | C&E WL |