Risk Register & Issues Log

Project Name: #OneTeam Transformation Programme													
Version_Date: 06.12.22													
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**
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 & Comms Service Reviews moving to delivery stage and BAU
R7	Comms and Engagement	Lack of engagement and understanding of the programme across all levels of the organisation	Key messages not recieved and understood. Engagement opportunities missed. Delays and/or benefits eroded. Transformation not achieved	5	4	20	Communiciations 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	Ongoing

ID	Category	Risk	Consequence	I	L	Score	Controls/Mitigation	Owner	I	L	Score	Update
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	SRO	2	2	4	Work on templates being undertaken to develop cross working relationships
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	Communiciations 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	Comms service review complete and moving to implementation stage with expected completion by May 2023. Will assist with joint comms streaegy and annualised planning
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	HR Service Review moving to delivery stage and BAU
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	Comp-leted
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 the implementation of the business case is delivered. Market may also change as current situation is believed to have only arisen in past 6 months.
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. Nov 22 - interim arrangements in place therefore risk reduced until final permanent appointments and full establishment of Tier 3 in place	PS	3	3	9	Tier 3 recruitment to be undertaken in Spring 2023, covered by interims at present
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 Recrutiment 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	Situation imp0acted further with present staff not available due to personnel reasons or sickness. Continuing to discuss situation with Finaance Managers
R25	ICT	Failure to manage risks within ICT, including resources, contract and management workload	Phase 2 service reviews within the Programme will be delayed, milestones missed and benefits not delivered as expected	5	4	20	Regular Meetings held with ICT on their particular workstream Involved in the OneTeam Review process therefore aware of particulare workload	DoCS&D	5	2	10	Continue to be part of process.

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

Issues Log

Project Name: #OneTeam Transformation Programme						
Version_Date: 16.01.23						
Ref	**Date Logg**	**Issue**	**Impact**	**Priority**	**Action(s)**	**Update & Date**
I1	24.02.22	Clarity on agreed shared principles and priorities to guide Phase 2 service reviews	Delay to start of Phase 2	Critical	JS working with Members to aim to have shared principles and priorities to guide Phase 2 service reviews	16.01.23 - alignment review of Corporate Strategy and Business Plan being undertaken by JS in liaison with key Member leads
I2	24.02.22	Lack of key programme resources	Inability to deliver programme	Critical	Commission sufficient external resources and second internal staff to key programme project roles to build resilience within the organisation to be able to maintain momentum, capacity and energy to deliver programme Consideration of extra resource to support financial information to be considered Prioritise HR and Comms service reviews	16.01.22 - key programme resources commissioned and in place. Additional resources to be considered by the SRO within the allocated programme resourcing budget HR and Comms service reviews prioritised and implementation of business cases being delivered

Key

Critical	Project will stop if issue not resolved
High	Project budget, timeline, quality or scope will be effected (exceeding tolerance) if issue not resolved
Medium	Project budget, timeline, quality or scope may be moderately effected (within tolerance) if issue not resolved. Potential to escalate to "High".
Low	Project budget, timeline, quality or scope may be slightly effected (within tolerance) if issue not resolved.