






















3d) Transformation Programme – Risk Register as at 2nd February 2017

Risk	Score		Controls	Actions	New Score		
R 46 - TP budget overspends	20	High	 C 046.1 - Detailed business case C 046.2 - Robust contractual arrangements C 046.3 - Detailed monitoring	A 46.1 - Prepare and present detailed business case A 46.2 - Contracts A 46.3 - Monitoring	14	Med	
R 47 - TP Unexpected external cost	20	High	 C 047.1 - Review level of corporate priority against the new cost pressure.	A 47.1 - Review	14	Med	
R 48 - TP ICT solutions fail to deliver to expectations	20	High	 C 048.1 - Achieve “fit for purpose” specification C 048.2 - Use “tried and tested” innovation C 048.3 - Review business continuity / disaster recovery plans	A 048.1 - Complete IT specification	14	Med	
R 49 - TP Insufficient capacity to deliver the TP	19	High	 C 049.1 - Programme identified as a key corporate priority C 049.2 - Commission external support as required to ensure the TP is delivered in line with the timetable.	A 49.1 - Complete procurement of external consultancy for blueprinting (detailed design stage)	14	Med	
R 50 - TP The shared vision for the TP during periods of significant changes is not maintained	15	Med	 C 050.1 - Effective communication strategies to engage with members staff and other stakeholders embedded within TP.	A 050.1 - Implement Communication plan	14	Med	
R 51 - TP Organisation transition to the new operating model is not managed effectively.	20	High	 C 051.1 - Once decision taken to implement TP create sufficient organisation capacity to achieve programme timeframes. C 051.2 - Transition Plans	A 051.1 - Complete programme implementation plan with Ignite	14	Med	
R 52 - TP Programme management arrangements are not robust or resilient.	20	High	 C 052.1 - Maintain appropriate Member and officer TP governance arrangements.	A 052.1 - Continue to review programme governance	14	Med	
R 53 - TP loss of ongoing political commitment	20	High	 C 053.1 - Ongoing liaison with members to maintain shared vision	A.053. ...As controls	14	Med	

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				C 053.2 - Raise awareness of the scale of organisation change and the impact on both members and staff.				
R 54 - TP Reduced capacity and morale during significant corporate change	15	Med		C 054.1 - TP communication strategy C 054.2 - Ensure that key staff are not lost to SSDC C 054.3 - Performance monitoring C 054.4 - Supporting people through change	A 54.1 - agree KPIs for Transformation Programme	14	Med	
R 55 - TP New skills and approaches to work styles are not adopted	20	High		C 055.1 - Support cultural change with a comprehensive corporate training and development programme C 055.2 - Ensure new systems are resilient and stable C 055.3 - TP Communication Strategy	A 055.1 - Complete detailed implementation plan including values and behaviours with Ignite A 055.2 -	9	Low	
R 56 - TP detailed design fails to meet data privacy/protection or access requirements	15	Med		C R 56.1 - Privacy Impact Assessment C R 56.2 - Equalities Analysis	A 056.1 - Continue to maintain relevant assessments as part of the blueprinting process	8	Low	