

No	Risk (Threat/Opportunity to achievement of business objective)	Assessment of Risk Impact			Risk Control Measures	Assessment of Residual Risk [With control measures implemented]			Responsibility
		Likelihood (Probability) [L]	Impact (Severity) [I]	Risk Score [L x I]		Likelihood (Probability) [L]	Impact (Severity) [I]	Residual Risk Score	
1	Loss of key people and organisational knowledge and expertise	3	4	12	Talent Management plan to identify key people and knowledge and put measures in place to retain these key staff. Support for staff and personal development plans as part of the programme.	3	3	9	CMT & Human Resources
2	The total predicted savings will not be realised	4	4	16	Regular monitoring of expected outcomes Project sponsor and CMT are accountable for delivering the efficiencies that drive the savings across the Council. Directors and managers will own and take responsibility for delivering the predicted benefits from their area. Benefits realisation sessions with managers Progress against expected outcomes is monitored in workstream nmeetings and issues will be escalated to the FG Board. Horizon scanning to identify potential external factors which will materially affect the savings targets Service challenge efficiencies and savings have been agreed with service leaders and are part of a separate project. They will be included in the service plans for 2020-21 and will be monitored as a performance indicator	3	4	12	Leader of the Council CMT, Chief Financial Officer, Service Leaders. FG Programme Board

3	Not having the right skills and capacity to deliver projects within timescales	2	3	6	Specialist resource costs identified and factored in as part of the initial Business and implementation Plan. Every procurement reviewed in terms of cost and skills. Clearly defined project targets. Robust project management.	2	2	4	Programme Manager Lead Project Managers HR CFO
4	Reduced Performance in key services	3	4	12	Develop service risk registers to identify and manage specific service transition risks. Resilience training and work with managers on Day 1 expectations and continued support and work with teams through the transition phase. Issues logs escalated for speedy consideration and resolution transition and	3	4	12	CMT Service Leaders Programme Board Project Leads HR Comms
5	The organisation will have less capacity to deliver post implementation	3	4	12	New approach to delivery supported by technology, simplified processes and more self-service will enable the Council to do more for less. The introduction of a more generalist customer service, local delivery and case management teams give a more flexible capacity to deliver current priorities. The results of workshops with experts from service teams are closely aligned to the new structure and process re-design. Monitored during transition to iron out any problems after go live	2	4	8	Managing Director CMT Service Leaders Team Leaders Programme Board Project Leads HR

6	Insufficient capacity to deliver Future Guildford	3	3	9	Programme identified as a key priority. Commission external specialist support (already included in the budget) to ensure that project deadlines are met Internal staff seconded to the business analyst and ERP teams which will provide skills transfer and personal development opportunities Robust financial and performance monitoring in place	2	2	4	Managing Director CMT Service Leaders Team Leaders Programme Board Project Leads HR
7	Programme costs will exceed the current forecasts	2	4	8	Programme costs are robustly monitored with montly meetings with Ignite. Robust contractual arrangements negotiated with suppliers. Detailed business case. All budgets reviewed at key decision points.	2	3	6	Managing Director Programme Board CMT CFO
8	Slippage /delay/failure in both delivering and implementing the new ICT infrastructure	4	4	16	The delivery and implementation plan is subject to robust project management. A comprehensive testing programme is underway. We have opted for tried and tested innovation solutions and a fit for purpose. Escalation of issues at an early stage to minimise slippage.	3	4	12	Managing Director CMT Programme Board Project Leads HR ICT specialists
9	Managing staff morale/dip in productivity during transition	3	3	9	Good communication Team Meetings. Drop in sessions for staff. Resilience training and staff working with O&D to supports taff through this period. Transition workshops with staff and managers. Performance moitoring and identification of key staff.	3	2	6	Managing Director CMT Service Leaders Team Leaders HR&OD Comms UNISON

10	Risk of staff behaviours resulting in challenge /tribunals/grievabces	3	3	9	Communication. Increased role of HR and O&D in working with staff and managers through the project. Behavioural competencies clearly defined as part of the project. Review of HR policies to ensure fit for purpose. Tempoorary appointment of HR specialist to support internal team and deal with HR issues during the transition period. Unison involved at key stages of the project	2	2	4	Managing Director CMT Service Leaders Service Team Leaders HR&OD Comms
11	Residents and public not able to access or self-serve	3	3	9	Identification of vulnerable and hard to reach groups. Publicity promoting services and alternative methods of contact. CSC will triage and assist people who cannot self serve or have accessibility needs.	2	2	4	Service Leaders CSC Manager CSC ICT Web
12	The shared vision for Future Guildford is not understood or maintained throughout the project	3	3	9	Effective communication strategies to engage with staff throughout the project.	2	2	4	Leader of the Council Managing Director CMT Service Leaders Service Team Leaders HR&OD Comms
13	The transition to the new operating model is not managed effectively	4	4	16	Transition plans. On-going support for managers. Monitoring teams. Issue logs for rapid decion making and resolution.	2	3	6	Managing Director CMT Service Leaders Team Leaders HR&OD Comms UNISON
14	On-going political support	3	4	12	Communication and involvement with the Leader of the Council and Executive and Leaders of political groups. Reports to Over veiw and Scrutiny. Presence on the programme board and regular monitoing reports on current statusof individual workstreams.	2	3	6	Leader of the Council Programme Board Managng Director

15	Uncertainty over future SCC services and funding streams	3	3	9	Communication between SCC and GBC. Identification potential service and funding threats and opportunities either alone or in partnership with other Councils arising from SCC decisions. Monitor and review impact on services of known and future funding decisions.	3	3	9	Leader of the Council Managing Director CFO
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