

## APPENDIX 15 - CORPORATE RISK REGISTER

<b>FINANCIAL Risk</b>	<b>Mitigation</b>
Lack of financial resources to cover the costs of programme implementation ( e.g. invest to save monies, redundancy costs)	<ul style="list-style-type: none"> <li>-Identify required resources to delivery programme.</li> <li>-Bid for resources as part of the budget setting process.</li> <li>-Ensure there are sufficient resources in reserves</li> </ul>
Inability to produce a balanced budget over the medium term will potentially impact the Council's financial resilience. Use of earmarked reserves to fund a budget gap in any one year if required will lead to a significant challenge to fund that gap in subsequent years	<ul style="list-style-type: none"> <li>-Review of service pressures.</li> <li>-Acceleration of Change programme and projects to focus on and to deliver MTFP related savings.</li> <li>-Decisions taken on Services that can be downsized.</li> </ul>
<b>POLITICAL Risk</b>	<b>Mitigation</b>
Impact of the political/democratic process on the delivery of the Change Programme and the MTFP	<ul style="list-style-type: none"> <li>-Review options for financial mitigation measures and alternative proposals.</li> <li>-Ensure contingency in the MTFP</li> <li>-Reprioritise programme where appropriate.</li> <li>-Accelerate development of future years Change Programme initiatives to ensure proposals are in place for timely approval by the new administration.</li> </ul>
The impact of the implementation of the living wage across the Council and third party contractors	<ul style="list-style-type: none"> <li>-Identify financial impact and communicate to key stakeholders.</li> </ul>
<b>RESOURCE CAPACITY AND CABABILITY TO DELIVER Risk</b>	<b>Mitigation</b>
Insufficient project management resource in order to deliver programme for 2018/19 and subsequent years and to develop the business cases for the future programme	<ul style="list-style-type: none"> <li>-Ensure appropriate level of resource are included and signed off as part of the budget setting process.</li> <li>-Review options for resourcing the accelerating and widening Change programme in response to the increased financial challenge.</li> <li>-Review options for reprioritising resource allocation</li> </ul>
Lack of organisational capacity to manage, drive and embed change and develop the forward programme	<ul style="list-style-type: none"> <li>-Secure funding to ensure enabling resource capacity during change process.</li> <li>-Ensure mechanisms to embed and drive</li> </ul>

	<p>change are incorporated into programme and project implementation plans.</p> <ul style="list-style-type: none"> <li>-Assess the impact of the staffing reductions at the project level.</li> <li>-Monitor benefits via existing governance arrangements and escalate where required.</li> <li>-Ensure supporting mechanisms are in place to support the organisation through the change process. ( i.e. training, mentoring, supporting)</li> <li>-Development and roll out of the Organisational Development strategy.</li> <li>-Promote and implementation a culture of continuous improvement across the organisation</li> </ul>
Increasing pressure on Corporate Support functions required to deliver the Change Programme.	<ul style="list-style-type: none"> <li>-Ensure appropriate level of resource are included and signed off as part of the budget setting process.</li> <li>-Recruit/backfill where appropriate</li> <li>-Ensure delivery of IT projects are supported by a fit for purpose IT function.</li> </ul>
Inability of Service areas to sustain transformational changes	<ul style="list-style-type: none"> <li>-Previous lessons learnt indicate that sustaining transformational change is difficult.</li> <li>-Ensure appropriate handover and training and that arrangements are incorporated into the project planning and monitoring process.</li> <li>-Ensure appropriate skills and capacity is embedded within the service areas.</li> </ul>
<b>COST ESCALATION &amp; OVER-RUN/ DELAY Risk</b>	<b>Mitigation</b>
Delay in the implementation of proposals which impacts on the overall MTFP for 2017/18.	<ul style="list-style-type: none"> <li>-Escalate key issues and risks via the existing governance arrangements for timely decision making.</li> <li>-Ensure financial contingency in the MTFP and determine other financial mitigation options.</li> <li>-Review options for alternative proposals.</li> <li>-Reprioritise programme where appropriate</li> <li>-Review business cases assumptions before sign off and revise where appropriate.</li> <li>-Ensure sufficient capacity/capability to implement proposals</li> </ul>
Duplication of cost savings between Cross cutting and Service area led initiatives which impact on the MTFP.	<ul style="list-style-type: none"> <li>-Assess and monitor potential duplication across the programme and adjust targets where required.</li> </ul>

	-Review options for reduction in potential conflict
Delay in MTFP business case proposals	-Review alternative opportunities
<b>EXTERNAL/ MARKET Risk</b>	<b>Mitigation</b>
External factors which could impact on the existing programme (legislative, political etc.)	-Assess potential external/market factors and where appropriate develop and implement mitigation.
Impact of the Legislation including Social and Wellbeing act, Future Generations Bill etc.	-Maintain watching brief on the issue to detect any signs of movement.
WG financial settlement/ Impact of UK spending review and timing for 2018/19	-Fundamental Review Change Programme to meet revised MTFP targets.
Impact of Brexit	-Impact still to be determined due to the high level of uncertainty. -Specific mitigation measures will be developed when the specific impacts have been determined.
<b>Other Risks</b>	
Resistance to change across the Council which impacts on progress and the MTFP targets.	-Ensure communications and engagement with key stakeholders across the organisation to influence culture and educate using a variety of channels including the existing programme governance arrangements. -Leadership to set expectations via communications and issues escalated via existing governance arrangements
Robust communications are not in place causing a detrimental impact on the programme from a range of stakeholder groups	-Ensure robust communication plan for the overall Change and Efficiency/MTFP is developed and implemented.
Interdependencies between initiatives not properly understood and may impact on overall progress.	-Identify interdependencies and assess impact on the overall programme. -Manage interdependencies to minimise any detrimental impact.
Impact of total reward on the ability to deliver the Change Programme and business as usual council services.	-Determine impact on programme and Services when details of the rank order and salary levels are released.

<p>Late identification of financial pressures which increases requirement for additional cost savings proposals.</p>	<ul style="list-style-type: none"> <li>-Early identification of financial pressures via budget monitoring process.</li> <li>-Identification of additional cost savings proposals to cover gap.</li> <li>-Identification of resources to implement required changes</li> </ul>
<p>Development of a coherent 4 year change programme which will support the delivery of the objectives set out in the corporate plan.</p>	<ul style="list-style-type: none"> <li>-Review options for the timely development of the four year change programme</li> </ul>