Appendix 3 - Risk Register

Ref	Title	Risk Description	Opp / Threat	Cause	Consequence	Risk Treatment	Date Raised	Owner	Gross P	Gross I	Current P	Current I	Score	Target P	Target I	Comments	Control / Mitigation Description	Date Due	Action Status	% Progress	Action Owner
CEX001	Project Scope	Detailed scope of roles/activities cannot be agreed with services	Threat	Competing priorities. Limited capacity. Service pressures.	Unable to progress with project.	Reduce	09/06/22	Ian Wright	4	3	3	2	6	2	2		Robust RACI in place within Project Scoping ToR. This will need to be agreed with each Project Lead and their HoS at scoping stage along with the scope of the project.	31/05/24	Ongoing	50%	Vicki Galvin
CEX004	Delay of efficiencies	The level and rate of efficiencies realised /savings is reduced by descoping or delay	Threat	Change in priorities. Delay in implementation of ICT - internally or via extranal provider. Capacity within services to implement. Data to demonstrate efficiencies lacking.	Increased pressure on services as agreed savings are taken. Inability to meet MTFP.	Reduce	09/06/22	Ian Wright	4	4	4	3	12	3	3		Ensure digital technology roadmap is prioritised to enable savings for customer. Where benefits have an ICT element this is now going to be highlighted on the Benefits Tracker to activate conversations at OCB around resource for this ICT work. Put in place robust front door of change process to ensure CMT can prioritise project and make decisions relating to prioritisation and potential impact on savings. Engaging HoS via commissioning conversations whereby we set out a clear RACI and project scope at the very start. Inter-dependencies understood and picked up in the conversations to shape the Corporate Business Plan. Robust governance in place via weekly Delivery Boards attended by Project Leads	31/05/24	Ongoing	10%	Vicki Galvin
CEX005	Delay of web/digital	Delays in deployment of web/digital offer due to deployment of ICT on other projects	Threat	Competing and changing priorities within ICT. Staff changes. Team capacity.	Delayed rollout of online forms/applications and RPA. Delay to process improvements and efficiencies/savings being made.Delay to channel shift of customers. Customer experience remains unimproved.	Reduce	09/06/22	Ian Wright	4	4	4	4	16	4	3		Online forms and website refresh reported on under CEX Programme tracker to help prioritise and align objectives. ICT a standing item at the CEX Delivery Board weekly meeting to discuss inter-dependencies and timelines. (Attended by Rocco and/or Harry). Where benefits have an ICT element this is now going to be highlighted on the Benefits Tracker to activate conversations at OCB around resource for this ICT work which is engaged on other project activities.	31/05/24	Ongoing	10%	Vicki Galvin
CEX006	Channel Shift	Channel shift outcomes delayed	Threat	See CEX005	Delay to process improvements and efficiencies/savings being made. Customer experience remains unimproved.	Reduce	09/06/22	Ian Wright	4	4	4	4	16	4	3		Develop and identify key customer team members to be upskilled to develop simple forms without interfaces to other systems with minimal reliance or ICT digital team support. There will be a specific project once the Operating Model is agreed to support, encourage and upskill customers to channel shift which will include use of Behavioural Insight.	31/05/24	Ongoing	10%	Vicki Galvin
CEX007	Digitally Excluded	Digitally excluded are not impacted by these changes	Threat	Impact not understood through an EIA. Insight and feedback from customers/citizens not actively sought or considered ongoing.	Digital gap is increased in the city. Increase in inequalities. Some customers/citizens not able to access services. Increase in calls and face to face visits places greater pressure on services. Savings not delivered.	Reduce	09/06/22	Ian Wright	4	4	3	4	12	3	3		Equality Impact Assessments in place and regularly reviewed. Ensure a fit for purpose offer is still in place within the community. Ongoing consultation with the EDI Steering Group.	31/05/24	Ongoing	20%	Helen Bishop

ID	Name	Risk Description	Type	Cause	Effect	Response	Date	Owner								Mitigation	Target Date		Status	%	Owner
CEX009	Campaign Management	Campaign management with customers is fragmented and causes avoidable demand during implementation	Threat	Lack of Comms Plan and support. Reactive comms.	Some customers/citizens not able to access services. Increase in calls and face to face visits places greater pressure on services. Savings not delivered.	Reduce	09/06/22	Ian Wright	4	4	3	3	9	2	2	Put in place a governance (including a RACI and scope) to manage campaigns with our customers. Monthly Demand Management with Tom Jennings.	31/05/24		Ongoing	10%	Vicki Galvin
CEX010	Website	Benefit impact and stakeholder management impact due to delay in procurement or deployment process for web/digital offer	Threat	Capacity in business to write new content.	Some customers/citizens not able to access services. Increase in calls and face to face visits places greater pressure on services. Savings not delivered.	Reduce	09/06/22	Helen Bishop	4	4	3	3	9	2	2	Clear governance to monitor and review progress, training for content authors and engagement with business. Stakeholder mapping and plan in place	30/09/23		Ongoing		
CEX011	Service Capacity	Capacity and commitment in services to lead and deliver on projects.	Threat	Competing and changing priorities within Services. Team capacity stretched. Poor Comms with services re: Fit for the Future portfolio. Lack of clear direction from Senior Management.	Delays to delivery of projects and therefore efficiencies, savings and process improvements for the customer/citizen.	Avoid	01/0922	Vicki Galvin	4	4	4	4	16	2	2	Robust Terms of Reference to be agreed in scoping meeting complete with RACI to ensure roles, responsibilities and accountabilities are clear from the start of each project. Service Leads to attend Customer Experience Delivery Board to provide update and raise any issues/blockers each week.	Ongoing		Ongoing	10%	Vicki Galvin
CEX012	Strategy & Operating Model sign off	Delay in agreement of Strategy & Operating Model due to challenges back from internal and/or external stakeholders	Threat	Poor comms/engagement with stakeholders. Competing priorities.	Delay to implementation and therefore realisation of benefits.	Reduce	15/12/22	Ian Wright	3	3	2	2	4	2	2	Engagement Plan in place to ensure user-led design.	31/05/23		Completed	100%	Helen Bishop