

Appendix 5

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Ref	Title	Risk Description	Opp / Threat	Cause	Consequence	Risk Treatment	Date Raised	Owner	Gross		Current		Target		Comments	Control / Mitigation Description	Date Due	Action Status	% Progress	Action Owner
									P	I	P	I	Score	P						
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	Emma Jackman	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	100%	Vicki Galvin
CEX004	Delay of efficiencies	The level and rate of efficiencies realised /savings is reduced by descopeing or delay	Threat	Change in priorities. Delay in implementation ICT - internally or via external 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	Emma Jackman	4	4	4	3	12	3	3	Put in place robust front door of change process to ensure GMT 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 Delivery Boards attended by Project Leads. Business Cases being approved at OCB and Project Plans used to highlight and report on milestones.	31/05/24	Ongoing	100%	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. Citizen experience remains unimproved.	Reduce	09/06/22	Emma Jackman	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. 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	100%	Vicki Galvin
CEX006	Channel Shift	Channel shift outcomes delayed	Threat	See CEX005	Delay to process improvements and efficiencies/savings being made. Citizen experience remains unimproved.	Reduce	09/06/22	Emma Jackman	4	4	4	4	16	4	3	Business Analyst to be upskilled to develop simple forms without interfaces to other systems with minimal reliance on ICT digital team support. Channel Shift Comms Plan template to be developed to help Services drive their customers to utilise new portal or webform.	31/05/24	Ongoing	100%	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	Emma Jackman	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	100%	Helen Bishop
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	Emma Jackman	4	4	3	3	9	2	2	Put in place a governance (including a RACI and scope) to manage campaigns with our customers. Quarterly meetings with Tom Jennings.	31/05/24	Ongoing	100%	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	100%	Helen Bishop
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	01/09/22	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 CEX Delivery Board to provide update and raise any issues/blockers each week.	Ongoing	Ongoing	100%	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	Emma Jackman	3	3	2	2	4	2	2	Engagement Plan in place to ensure user-led design.	31/05/23	Completed	100%	Helen Bishop

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