

COTF – Programme Risk Register

Risk Statement	Like-likelihood (1 – 5)	Impact (1 – 5)	Overall Score	Worst Case Consequences	Controls / Mitigation	Target risk after controls / mitigation		
						Like-likelihood (1 – 5)	Impact (1 – 5)	Overall Score
NEW								
<p><u>Resiliency</u></p> <p>The Council may not have capacity to deliver on Covid 19 recovery actions as part of Council's priorities in Business Plan.</p>	2	5	10	Failure to deliver the planned actions and get a recovery position for Council's employees, communities & businesses.	<p>Council's priorities have been reviewed to reflect Covid learning. Deliverables identified for each priority.</p> <p>Services ensuring service recovery and delivery links to deliverables. COTF change programme directly linked to recovery plans and priorities.</p> <p>COTF project scope, deliverables and milestones reviewed to reflect Covid learning.</p> <p>Business plan and corporate plan being updated to reflect this work MTFP part of the business plan and under review.</p> <p>Resources being allocated based on the delivery of priorities.</p>	1	3	3
<p><u>Political and Policy Decisions:</u></p> <p>Such as elections, political change, and changes in vision or policy, delay progress.</p>	4	5	20	Failure to deliver the planned programme of Council of the Future work and to achieve the required savings in the required timescales, leading to:	<p>Key controls as follows:</p> <ul style="list-style-type: none"> Full Governance Framework in place including cross-cutting Workstream and Make it Happen Boards as well as COTF Board place (comprising elected Members and Chief Officers); 	4	5	20
<p><u>Outcomes and benefits:</u></p> <p>Including financial savings (or income generation targets) are not realised, or are insufficient to meet overall budget gap.</p>	3	5	15	<ul style="list-style-type: none"> absence of required skills or expertise to deliver services; service failure (including delivery of 	<ul style="list-style-type: none"> Programme of COTF work agreed as part of five-year 	2	4	8

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<p><u>Partners / stakeholders (partner projects / workstreams only):</u></p> <p>Insufficient support, funding, or resource capacity to deliver shared outcomes.</p> <p><u>Partnership / Stakeholder Contractual</u></p> <p>Insufficient support, funding, or resource capacity to deliver shared outcomes.</p> <p>Also, the failure of contractors and partnership arrangements to deliver goods / services to the agreed cost and specification.</p>	3	4	12	<p>statutory services); and</p> <ul style="list-style-type: none"> external intervention in the running of the Council. 	<p>business plan and being progressed;</p> <ul style="list-style-type: none"> Governance framework has a Programme Senior Responsible Owner (SRO) in place supported by SROs for each Workstream Board. Alongside Change Manager and Project Management Office team, these ensure good practice and drive pace of change; Project managers are clearly articulating resource required and stakeholders in project management documentation Framework for COTF reporting, timelines, outcomes, and benefits developed and subject to constant review. 	2	3	6
<p><u>Short-Term / Low Value issues:</u></p> <p>Delivery of strategic vision and financial targets hampered by focus on short-term, less significant, deliverables or issues.</p>	3	4	12			2	4	8
<p><u>Information:</u></p> <p>Insufficient to support options generation, options appraisal, or effective decision making.</p>	2	5	10			2	4	8
<p><u>Economic:</u></p> <p>Affecting the ability of the Council to meet its financial commitments. These include internal budgetary pressures, external macro level economic changes or consequences, proposed investment decisions.</p>	2	5	10	<p>Failure to positively impact town centres, employability and SIMD (Scottish Index of Multiple Deprivation) locality growth.</p>	<p>Key controls as follows:</p> <p>Governance framework will monitor this with the Enabled Communities Workstream Board being primary conduit for identifying risks.</p>	2	4	8

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<u>Technological:</u> The capacity of the Council to deal with the pace/scale of technological change, or its ability to use technology to address changing demands.	2	5	10	Failure to deliver on technological and digital ambition will result in the Council being unable to modernise and meet the needs of customers.	Key controls as follows: Governance framework will monitor this with the Digital Workstream Board being primary conduit for identifying risks.	2	4	8
<u>Customer / Communities:</u> The failure to meet current and changing needs / expectations of customers and communities.	2	5	10	Failure to meet current and changing needs / expectations of customers will impact on population growth and the economic development of localities.	Key controls as follows: Governance framework will monitor this with the Enabled Communities Workstream Board being primary conduit for identifying risks.	2	4	8
<u>COTF leadership:</u> Lack of COTF programme ownership, engagement, or capacity at senior level, or failure to provide strategic direction and ensure accountability / progress.	2	5	10	Failure to deliver the planned programme of Council of the Future work and to achieve the required savings in the required timescales, leading to:	Key controls as follows: <ul style="list-style-type: none"> Full Governance Framework in place including cross-cutting Workstream and Make it Happen Boards as well as COTF Board place (comprising elected Members and Chief Officers); 	2	4	8
<u>People:</u> Staff do not have sufficient skills, experience, support, or authority to manage the required transformational change. Culture of council preventing the implementation of change.	2	5	10	<ul style="list-style-type: none"> absence of required skills or expertise to deliver services; service failure (including delivery of statutory services); and 	<ul style="list-style-type: none"> Programme of COTF work agreed as part of five-year business plan and being progressed; 	2	3	6
<u>Programme management and governance:</u> Arrangements nor clear, embedded, or effective.	2	4	8	<ul style="list-style-type: none"> external intervention in the running of the Council. 	<ul style="list-style-type: none"> Leadership Fora and project management training in place. 	2	3	6
<u>Communication and Engagement:</u> Strategy is not effective, either internally (eg lack of a shared vision, pace, or ambition), or	2	4	8		<ul style="list-style-type: none"> Governance framework has a Programme Senior Responsible Owner (SRO) in place supported BY SROs for each Workstream Board. Alongside Change Manager 	2	3	6

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externally (eg understanding of customer needs).					and Project Management Office team, these ensure good practice and drive pace of change;			
<u>Legal challenge:</u> Challenge, complaints, or enquiries result in delays to individual projects and, consequently, on overall programme delivery.	2	4	8		<ul style="list-style-type: none"> Framework for COTF reporting, timelines, outcomes, and benefits developed and subject to constant review. 	2	3	6
<u>Interdependencies:</u> Knock-on impacts between parts of the programme are not adequately recognised and managed.	2	4	8			2	3	6