

Appendix 2 – Innovation & Improvement Risk Register

Risk Register - Innovation & Improvement Group									
Workstream	Risk Category	Risk Name / Description	Risk Owner	Likelihood (1-4)	Impact (1-4)	Score	Previous Score	Mitigation	Status
Human Resources	People	Changes in job roles impacts some areas of service delivery.	D. Nicholson	2	3	6	8	This risk will remain open as the period of transition for colleagues in phase two was impacted by COVID pandemic. This work restarted in October and is being reported on at the Innovation & Improvement Group. Leadership Team is also continually reviewing the operating model to ensure it continues to meet the demands of service delivery.	Open
Human Resources	People	There is a risk of absence or loss of productivity where colleagues are transitioning into new roles.	D. Nicholson	2	3	6	8	This risk will remain open. Transitioning of activity has occurred in some areas of the business, particularly Customer Service and Locality. Some transition was impacted by the COVID pandemic and in line with the above risk work has resumed and will be reported at Innovation & Improvement Group.	Open
Human Resources	People	There is a risk that the organisation sees an increase in the number of leavers/vacancies as the period for paid protection comes to an end.	D. Nicholson	1	3	3	6	This risk will remain on the log until the end of the calendar year, when those affected in phase two come to the end of their paid protection. The risk is relatively low, based on our experiences of phase one.	Open
Transition	People	Lack of capacity and/or capability internally to deliver the transition management activity required.	D. Nicholson	2	3	6	-	Transition, particularly for staff in Phase 2 was impacted by the COVID pandemic. Transition is a workstream that will continue under the new Innovation and Improvement Group.	Open
Transition	People	Transition management lead/staff do not fully understand the operating model.	D. Nicholson	2	3	6	8	The next Ginger Dog session with the Leadership Team is set to identify where issues are occurring in relation to staff understanding the operating model. Plans to address this are to be produced from this work and implemented by the Transition workstream.	Open
Change & Engagement	People	The risk is that low staff morale leads to a lack of engagement, lower productivity performance and feeling of disempowerment.	D. Nicholson	2	4	8	9	Morale is a factor across the organisation which has been greatly impacted by the pandemic. This will remain open on the risk log. Mitigations include; new Mental Wellbeing at Work policy and extensive use of our Employee Assistance Programme including counselling support.	Open
Digital	Schedule	The risk is that elements of the digital project not delivered on time.	B. Wright	2	4	8	8	To be managed through the Innovation and Improvement Group and monitored against the digital prioritisation plan.	Open
Digital	Financial	Cost of building and delivering the technology is more than expected.	B. Wright	2	3	6	9	All budget decisions for spend that is outside of the original estimates, are agreed by the Senior Responsible owners in both Eden and SLDC. Costs for joint elements of the programme are split between the two councils.	Open
Digital	Quality	Elements of technology not able to meet requirements.	B. Wright	2	3	6	-	The technology we have procured can be developed and configured in a variety of ways to ensure our requirements are met. A development plan will be created to document functionality that we want but the technology can't deliver right now. A great deal of this has been captured in the review of technology performed by Ignite as part of the business case. Subject matter experts will be involved in the design of the processes and solutions. Should a component of the technology not deliver requirements then we'll replace with alternate systems, components.	Open
Digital	Quality	Data Quality issues result in systems that do not operate effectively.	B. Wright	2	3	6	-	Resources are allocated to improve the quality of data prior to it being migrated from existing systems into the new systems.	Open