

APPENDIX 3 – RISK REGISTER FOR THE STRATEGIC CHANGE PROGRAMME BOARD.

Date Last Reviewed	Risk Owner	Description of Risk	Gross Scores			Net Scores			Existing Controls	Additional Controls	Responsibility	Target Date	Status
			Likelihood	Impact	Total	Likelihood	Impact	Total					
STRATEGIC CHANGE PROGRAMME BOARD LEVEL RISKS (JW = Jim Wilkie Deputy Chief Executive & Director of Corporate Services)													
20/5/10	JW	SCPB not directing available resources to the greatest effect by making the best choice between alternative projects.	3	5	15	2	5	10	COMT strategy days Heads of Service away days Departmental management teams Corporate planning	Outline Business Case Options appraisal Detail project initiation documents SCPB Gateway framework	JW	Ongoing	Open
20/5/10	JW	SCPB not directing or taking corrective action to keep the programme on target due to inappropriately skilled people being appointed to SCPB programme or project management roles.	4	5	20	4	5	20	Governance and assurance arrangements	Advice & guidance from a dedicated team with the ability to step in and assume project control (subject to capacity)	JW	30/07/2010	Open
20/5/10	JW	SCPB not clearly communicating its decisions to programme managers.	5	3	15	1	3	3	Governance and assurance arrangements	Detail explicit responsibility for communicating SCPB decisions.	JW	30/07/2010	Open
20/5/10	JW	SCPB not providing sufficient capacity to effectively control the programme (Experience has shown that SCPB members cannot be expected to supply the detailed day-to-day managerial support for the whole programme).	5	5	25	2	5	10	Governance and assurance arrangements	Dedicated team to offer day-to-day managerial directives and support on behalf of SCPB to those delivering the programme.	JW	30/07/2010	Open
20/5/10	JW	SCPB not providing sufficient capacity to deliver the programme	5	5	25	2	5	10	Project deliverer's ability to raise issues through highlight reports.	Establish a dedicated team to support SCPB and programme managers in delivery. Improved project planning and resource allocation	JW	30/07/2010	Open

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20/5/10	JW	SCPB not providing sufficient capacity for ICT to support the programme	3	3	9	2	3	6	ICT Strategy & development planning process	Single programme of ICT delivery that includes the change programme.	JW	Ongoing	Open
20/5/10	JW	SCPB not directing and taking corrective action to keep the programme on target due to poor project planning and target setting leading to unachievable expectations	5	5	25	1	5	5	Governance and assurance arrangements	Improved project planning including robust plans for base lining, budget identification and benefits realisation. COMT to maintain an overview	JW	Ongoing	Open
20/5/10	JW	SCPB not directing or taking corrective action to keep the programme on target due to a lack of information from programme managers.	5	5	25	1	5	5	Governance and assurance arrangements	SCPB to address and deal with any project manager's failing to meet corporate standards of managing projects. COMT to maintain an overview	JW	Ongoing	Open
20/5/10	JW	SCPB not directing and taking corrective action to keep the programme on target due to the inability of SCPB to address the issues raised by project managers	5	5	25	3	5	15	Cabinet monitoring the performance of SCPB	SCPB will maintain an issues log and record resolutions. Assurance will monitor the effectiveness of SCPB in this matter and report as necessary to COMT.	JW	30/07/2010	Open
20/5/10	JW	SCPB not enforcing their standards and instructions on those developing, controlling or delivering the projects.	5	5	25	3	5	15	COMT strategy days Heads of Service away days Departmental management teams Corporate planning	SCPB to develop suitable strategies and managerial style. Assurance will monitor the effectiveness of SCPB in this matter and report as necessary to COMT.	JW	30/07/2010	Open

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			Gross Scores			Net Scores							
20/5/10	JW	SCPB not fully engaging with key stakeholders such as partners, elected members, NHS, LSP etc.	3	4	12	1	4	4	COMT strategy days Heads of Service away days Departmental management teams Corporate planning	Ensure suitable communication plans are maintained as part of the overall change programme.	JW	Ongoing	Open
20/5/10	JW	SCPB not ensuring that the change programme mechanism embraces or at the least engages with all of the corporate and departmental strategic activities.	4	4	16	3	4	12	COMT strategy days Heads of Service away days Departmental management teams Corporate planning	A single group or officer to bring about a mechanism for mandatory and effective consultation between plans and strategies. At a project level, for planning to inform and be guided by related strategies.	JW	30/07/2010	Open
20/5/10	JW	SCPB not communicating or marketing the wider benefits of the change programme or the challenges that it is designed to overcome resulting in the change programme being seen as a peripheral interference.	3	4	12	1	4	4	COMT strategy days Heads of Service away days Departmental management teams Corporate planning	Ensure suitable communication plans are maintained as part of the overall change programme.	JW	30/07/2010	Open