Programme Risk Register

				Impact			
	5	Catastrophic	5	10	15	20	25
Impact	4	Major	4	8	12	16	20
	3	Moderate	3	6	9	12	15
	2	Minor	2	4	6	8	10
	1	Negligible	1	2	3	4	5
Score			Rare	Unlikely	Possible	Likely	Very Likely
			1	2	3	4	5
					Likelihood		

Ref	Risk Owner	Risk Description	Potential Consequences	Risk Rating			Mitigation	
				Likelihood	Impact	Overall Risk Rating	Existing Controls	Proposed Actions/Comment
PR001	Programme Board	One or both Councils voting against a full constitutional merger	Both councils would have to seek further options to achieve savings and efficiencies Both Councils not realising the full potential of financial and non financial benefits Operational merger that follows a shared service model only, would be subject to further risk of being abandoned in the future with for example, changes to administration or priorities from either Council.	3	4	12	Continue to build a strong record of collaboration between the two Councils, strengthening the rationale for merging. Consult the public and show the results of this consultation. Open and regular engagement with elected members about the outcomes of all options ahead of key decisions	Build a strong business case showing clear financial and non-financial benefits.
PR002	Programme Board	The Government may not give assent to the merger proposal.	Both councils would have to seek further options to achieve savings and efficiencies Both Councils not realising the full potential of financial and non financial benefits Operational merger that follows a shared service model only, would be subject to further risk of being abandoned in the future with for example, changes to administration or priorities from either Council.	3	4	12	Continue to build a strong record of collaboration between the two Councils, strengthening the rationale for merging. Consult the public and show the results of this consultation along with the responses to any themed concerns Regularly engage with government officials to update on progress and receive any steer on direction	Build a strong business case showing clear financial and non-financial benefits. Further engagement with influential stakeholders.

PR003	Programme Board	A submission to merge the district councils could trigger a local government reorganisation review for the whole Warwickshire area	An invitation from Government would have to be responded to within a given timescale.	3	3	9	Previous scoping work has been undertaken in consultation with other district and borough councils that began to explore local government reorganisation options.	To note,this is not the primary intention of the proposed merger of the two district councils. Maintain dialogue with the DLUHC on position.
PR004	Programme Board	Establishment of a larger local authority could lead to a 'democratic deficit' as a result of the reduction in the overall number of elected members.	Residents feeling further removed from their representatives	2	3	6	Maintain established links with Town and Parish Councils.	Establish arrangements to help elected members encourage community participation in decision making. Exploit the opportunities that modern technology offers to increase engagement between residents and elected members.
PR005	Programme Board	A bigger council may result in diseconomies of scale	If unchecked, could risk long term sustainability of local government.	2	4	8	Alignment of organisational policy, processes and contracts has begun.	Any changes to services should be carefully assessed and the right scale for all services should be found. Services do not have to be delivered at the super-district level if they are better delivered more locally. Economies of scale should only be made when suitable.

| PR006 | Programme Board | Lack of programme management and transformation capacity and capability to deliver the merger and transformation around the same time. | Failure to effectively manage interdependencies between transformation activities may lead to increased cost of delivery and / or implementation delays. | 3 | 3 | 9 | Transformational funding will be required to fund additional Council Staff posts to manage the change. This has been initially agreed at £200k annually for a 3 year period and will be monitored by the programme board.

Programme Management Office (PMO) established to track and monitor delivery of the programme, realisation of benefits (with measurable targets), risk management, member engagement, governance and reporting. | Take a phased approach where the merger is implemented first along with robust change management processes before wider large scale transformation takes place will help ensure there is sufficient change management capacity.

Additional funding for ICT, redundancy and external advice will be required to enhance the full potential outcomes and benfits to be realised in time.

Where appropriate buy in the skills and capacity needed.

Ensure timescales are realistic based on the resources available.

Assessment of support required by services for their alignment. |
| PR007 | Programme Board | Newly formed teams and organisational cultures are not fully integrated | Could lead to staff issues such as reduced morale and increased staff turnover. | 3 | 4 | 12 | A clear rationale and set of principles for service integration are developed to integrate teams and enable further optimisation to take place afterwards.

A communications strategy and plan should be produced explaining the transition process and the operating principles of the new authority. | Design and delivery of the 'One Team' Workstream will seek to implement culture change activities and initiatives.

Identify opportunities to create capacity through new staffing models.

Maximise the opportunities afforded by workforce agility, technology and partnership working with other public sector agencies.

Senior leadership should model the new behaviours and actively manage culture change during the transition.

Embed new ways of working into performance management and reward systems.

Identify staff change champions. |

PR008	Programme Board	Anticipated savings are not achieved and/or transition costs exceed estimates.	This may impact on the financial resilience of the new council.	3	4	12	Establishment of a programme management office. Undertake regular reviews of the savings profiles and calculations during implementation to ensure they remain realistic and achievable.	Develop thorough and realistic cost and savings plans. Use scenarios to stress test best and worst case outcomes.
PR009	Programme Board	Failure to effectively manage interdependencies between transformation activities may lead to increased cost of delivery and / or implementation delays.	May lead to increased cost of delivery and / or implementation delays.	3	4	12	Establishment of a programme management office Development of a detailed implementation plan. Implement a robust change management process.	Receive regular reports from workstream leads
PR010	Programme Board	Integration of ICT systems across the two councils	The complexity of IT integration may undermine and put at risk the potential benefits of common working practices gained from IT integration.	4	4	16	The future IT architecture will need to be defined and the current position baseline understood. A clear plan for migrating IT systems during the migration implemented within the ICT and Digital Workstream	Being realistic about the pace of ICT integration - it will take several years and a lot of investment. Needs to correlate with the digital strategy and customer access strategy, when developed. Plan and estimated cost (including support) of ICT intergation programme required.
PR011	Programme Board	Preparing for the transition may draw resource away from delivering other council strategies and plans.	Reduction in performance and service delivery levels. Increase the risk of service disruption and reduce resilience of the existing and new council.	3	4	12	Development of a robust implementation programme plan, including more detailed plans of contributory workstreams and change activities. Manage the resources required to contribute towards the development and implementation of the programme of change	Test resilience to ensure crisis systems, risk capacity and risk management systems are in place. Establish a clear split between those working on the merger and those running the operational business and bring in additional resources where there are capacity and skills gaps.

ID	Owner	Risk	Impact	L	I	Score	Mitigation	Further Actions
PR012	Programme Board	The Grading Review as part of this process may result in potential extra costs due to some posts being uplifted and others being protected.	Could compromise the delivery of anticipated savings	3	3	9	Review potential savings on a continual basis through the implementation phase, especially during service integrations. Implement agreed Joint HR Policies	Implement a single job evaluation scheme by the time of the proposed merger. Further alignment of Terms and Conditions Cost of job evaluation process, outcomes and salary protction to be estimated.
PR013	Programme Board	Implementation of a major change may be seen as a capacity risk at a time when there will also be a major focus on COVID-19 recovery activities.	Reduction in performance and service delivery levels	3	4	12	Joint management team to monitor matters arising within their service service areas and to escalate to the Programme Board accordingly.	Set out clear timescales and resource implications for implementation, and ensure these can be met under the current ways of working and COVID-19 pressures (including any backlog of work due to the pandemic). Review capacity against the timescales and resource requirements, and identify gaps where recruitment / external support is required.
PR014	Programme Board	The process of agreeing a new service design could lead to a service that is not ideal for either predecessor.	Reduced levels of service delivery for the existing councils now and threaten the effectiveness in a new Council.	3	4	12	Ensure the implementation plan allows enough time for services to be co-designed and agreed upon. Establish a clear rationale and principles for service integration and optimisation.	Any changes to services should be carefully assessed and the right scale for all services should be found. Services do not have to be delivered at the super-district level if they are better delivered more locally.
PR015	Programme Board	Significant changes in operational and political leadership	Could impact negatively on the appetite for shared services and joint working.	2	4	8	Robust terms of reference for the governance structures establshed for the programme A communications strategy and plan developed to explain and relay the transition process and principles of the change programme.	Senior leadership should model the new behaviours and actively manage culture change during the transition. Identify staff and member change champions across both Councils through One Team Workstream.
PR016	Programme Board	Lack of customer/stakeholder focus	Increase in complaints from customers. Loss of faith and support in current and proposed organisation of local government	2	4	8	Communications and engagement plan to include activities for key stakeholders including residents	Further engagement to take place at different stages in the run up to becoming a single Council

PR017	Programme Board	Underestimate of start-up and delivery costs	Increased budget spend could hamper any expected savings	3	3	9	Financials to be regularly reviewed through the programme lifecycle including spend and savings	Additional funding for ICT, redundancy and external advice will be required to enhance the full potential outcomes and benefits to be realised in time. Estimated costs being re-assessed for consideration by Board.
PR018	Programme Board	Loss of service performance and council reputation	Increase in complaints from customers. Loss of faith and support in current and proposed organisation of local government	3	4	12	Joint Management Team oversee KPIs for their service areas and to escalate	Programme schedule to be reviewed regularly to reduce impact on business as usual service delivery
PR019	Programme Board	Not standardising policies and procedures, especially at organisational level	Left unchecked, this could lead to issues of imbalance and increase potential for mis management and underperformance	2	4	8	Organisational policiy alignment and harmonisation to be led through the Organisational Development Workstream Acknowledgment that this will take a considerable amount of time and effort.	Once integrated, service areas to further explore these through service delivery / action plans The corporate strategy workstream would seek to address this wider in the transitional run up to becoming one Council
PR020	Programme Board	Getting accurate comparable data on unit costs	Savings profile for both Councils could appear imbalanced	4	3	12	Acknowledgement of the current MTFPs of both couinicils and the associated savings.	Consolidating and creating a single MTFP
PR021	Programme Board	Political balance and constitution of each Council could present challenges for key decisions and milestones.	Protracted decisions could lead to delays in programme and operational delivery	3	4	12	The Joint Arrangements Steering Group, with agreed representation and the group leaders from both Councils is used as an initial discussion forum ahead of consideration at decision making committees.	The possibility of establishing further joint committees such as Cabinet and Overview and Scrutiny to be considered at an appropriate stage
PR022	Programme Board	Loss or absence of key officers during key activities of work in the programme such as Service Integrations	Implementation of service integrations could be hampered or delayed , impacting on the schedule.	3	4	12	Programme board to decide and implement interim measures to address these promptly	As a contingency, other service integrations may be brought forward.

| PR023 | Programme Board | Large proportion of officers leave during the transformation process and before efficiencies are realised. | The retained workforce could be insufficient to deliver services and implement further transformation | 2 | 3 | 6 | Joint organisational change policy, recruitment and redepolyment procedures agreed and in place from April 2021.

Ensure service integration is staggered so that there is sufficient staff to establish new processes and support the new organisation to manage the loss of any knowledge and experience.

Implement a robust change management process with service areas as they integrate and then look to optimise over time.. | Once new processes are established, consider further efficiencies and enhancement opprtunities. |