

Digital Transformation Programme - Risks related to Digital Strategy

Negative Risks that offer a threat to the Digital Transformation Programme which in some way involve Digital Strategy (can be a mitigation)

Ref	Risk Description	Key Causes	Key Consequence	Status Open / Closed	Strategic Theme	Risk Category	Risk Owner	Key Mitigations	Direction of travel	Current Risk Level			Monetary Impact of Risk £k	Risk Tolerance			Date
										Length cod	Impact	Risk Rating		Length cod	Impact	Risk Rating	
016	Change in strategic direction during life of the Digital Strategy	If there are changes in officer or Member leadership If there are changes in circumstance, including council priorities or funding If changes in council governance and/or political leadership, including in 2024 all-out election and governance system change, result in different priorities	Funding reduced or withdrawn Projects delayed, re-profiled, cancelled or reversed Lost investment and opportunity cost Impacts on core IT resilience, security and/or operability	Open	ED02 One Council ED03 Employer of Choice ED04 Data Driven ED05 Good Governance	Programme Management; Service Provision	Director: Policy, Strategy and Digital	Strategy and programme review points Digital Transformation Board governance Business Case development for individual projects highlighting risk profile Communication and engagement about the Strategy and associated programme with officer and Member colleagues	<	4	2	8	3	2	6	May-22	
	Lack of financial resources to deliver aspirations of the Digital Strategy	Ongoing funding pressure on the council and its savings programme Market pressures and supply chain issues, along with associated inflation If there is an inability to demonstrate best value or return on investment in business cases for specific IT projects and initiatives If competing needs and priorities force redirection of council resources	Funding reduced or withdrawn Projects delayed, re-profiled, cancelled or reversed Lost investment and opportunity cost Impacts on core IT resilience, security and/or operability	Open	ED02 One Council ED03 Employer of Choice ED04 Data Driven ED05 Good Governance	Programme Management; Service Provision	Director: Policy, Strategy and Digital	Seeking Cabinet approval for Digital Transformation Programme in July 2022 based on conservative cost estimates, including due diligence form Finance Business Partners Explore external funding opportunities wherever viable Use of establish Business Case development process for all major projects related to the Digital Strategy	<	2	5	10	1	5	5	May-22	
	Unaffordable operating model	Moving to cloud-based subscription services, including software-as-a-service and infrastructure-as-a-service incurs additional revenue cost whereas spending would previously be capital; placing excess pressure on council's General Fund budget.	Revenue budget pressure adding to council's budget gap, creating need to make further revenue savings in other areas.	Open	ED02 One Council ED03 Employer of Choice ED04 Data Driven ED05 Good Governance	Financial Loss/ Gain	Director: Policy, Strategy and Digital	Due diligence around potential for further capitalisation of costs Use of annual budget planning.	<	5	3	15	5	2	10	May-22	
	Inability to deliver projects and/or future operating model	If there is a lack of engagement and skills development for core IT workforce, which will need to develop updated skill-sets If capacity pressures limited ability to release staff to support projects and learn new skills If pressure on core IT budgets necessitate staffing reductions If there are not clear transition measures and protocols to hand projects over to 'business as usual' at completion	Digital Strategy aims take longer to achieve or are not achieved Additional spending on support contracts or consultancy Benefits of IT changes not sustained or realised Legacy systems or ways of working not removed, duplicating cost and effort	Open	ED02 One Council ED03 Employer of Choice ED04 Data Driven ED05 Good Governance	Programme Management; Service Provision; Reputation; Financial Loss/Gain	Director: Policy, Strategy and Digital	Due diligence around potential for further capitalisation of costs. Use of Adoption and Change Management workstream. Project/Programme Management through the councils core Change Services offering supported by external partners where necessary. Digital Transformation Board governance	<	3	2	6	2	2	4	May-22	
	Failure to realise benefits or meet strategy aims	Highly complex and interdependent formal Programme and a variety of projects and 'business as usual' work across multiple service areas If there are shortcomings in governance and/or benefit tracking If resources in many different service areas cannot be aligned to delivery of Digital Strategy priorities due to financial pressures, competing priorities, staff shortages or any other reason	Digital Strategy aims take longer to achieve or are not achieved Additional spending on support contracts or consultancy Benefits of IT changes not sustained or realised Legacy systems or ways of working not removed, duplicating cost and effort	Open	ED02 One Council ED03 Employer of Choice ED04 Data Driven ED05 Good Governance	Programme Management; Service Provision; Reputation; Financial Loss/Gain	Director: Policy, Strategy and Digital	Use of Adoption and Change Management workstream. Digital Transformation Board governance. Use of Digital Strategic Partner. Internal Audit and Scrutiny. Annual strategy updates to Cabinet.	<	1	5	5	2	3	6	May-22	