

## Digital Transformation Risk Register - Key Risks extract

Negative Risks that offer a threat to Digital Transformation Programme and its Aims (Aim - Reduce Level of Risk)

Ref	Risk Description	Key Causes	Key Consequence	Status Open / Closed	Strategic Theme	Risk Category	Risk Owner	Key Mitigations	Direction of travel	Current Risk Level			Risk Tolerance			Notes	
										Likelihood	Impact	Risk Rating	Likelihood	Impact	Risk Rating		Date
001	The funding available to the Programme is not sufficient to deliver it.	<ol style="list-style-type: none"> <li>1. Programme approval sought at early stage of many project business cases.</li> <li>2. Significant market volatility.</li> <li>3. Funding envelope only allows average of circa 20% programme contingency (DTP2 specific)</li> <li>4. History of IT / technology projects increasing in cost and complexity.</li> <li>5. Scope creep within projects.</li> <li>6. Finely balanced business case with relatively low level of associated net financial benefit.</li> </ol>	<ol style="list-style-type: none"> <li>1. Changes in scope of the programme and impact its cost/benefit ratio. Removal or reduction of financial and non-financial benefits.</li> <li>2. Programme creates net pressure on council budget.</li> <li>3. Scope changes or 'no go' decisions at project gateways result in sunk cost - i.e. money spent without achieving outcomes.</li> </ol>	Open	<ul style="list-style-type: none"> <li>•Development Org</li> <li>•ED02 One Council</li> <li>•ED03 Employer of Choice</li> <li>•ED04 Data Driven</li> <li>•ED05 Good Governance</li> <li>•Resilience</li> </ul>	Project/Programme Management	Director: Policy, Strategy and Digital	<ol style="list-style-type: none"> <li>1. Strong programme governance and project/programme gateways (to give the opportunity to determine whether to continue the project or to reallocate funding as required).</li> <li>2. Project board governance and Project Executives accountable.</li> <li>3. Embedded assurance and Finance team representation at DTP Board.</li> <li>4. Delegations for major expenditure require consultation with Section 151 Officer and Monitoring Officer.</li> <li>5. Expertise and experience sourced from Digital Strategic Partner.</li> <li>6. Procurement support and engagement in all project contracting of goods and services.</li> </ol>	<>	3	5	15	2	3	6	Jun-22	Scoring reflects early stage of several project business cases and that procurement of a Digital Strategic Partner is not yet complete.
002	Benefit realisation – benefits are not delivered either in full or part.	<ol style="list-style-type: none"> <li>1. If there is not strong governance of projects and/or programme.</li> <li>2. If anything (including external factors) drives up project costs beyond contingency levels.</li> <li>3. If there is insufficient knowledge or sight of dependencies.</li> <li>4. If there is insufficient quality in baseline analysis.</li> <li>5. If there is too much optimism of the savings that can be made.</li> <li>6. If there is not full completion and embedding of activity in business as usual as projects close.</li> <li>7. If service areas across the council do not make best use of technological tools or adopt new ways of working.</li> </ol>	<ol style="list-style-type: none"> <li>1. Targeted savings are not delivered.</li> <li>2. Fewer efficiencies in service delivery.</li> <li>3. Programme does not produce sufficient savings to cover costs of more modern operations, creating base financial pressure for the council rather than benefits.</li> <li>4. Missed opportunities to use resources and investment to deliver savings elsewhere.</li> <li>5. Reputational damage.</li> </ol>	Open	<ul style="list-style-type: none"> <li>•Development Org</li> <li>•ED02 One Council</li> <li>•ED03 Employer of Choice</li> <li>•ED04 Data Driven</li> <li>•ED05 Good Governance</li> <li>•Resilience</li> </ul>	Financial Loss Reputation	Director: Policy, Strategy and Digital	<ol style="list-style-type: none"> <li>1. Governance via Digital Transformation Board and with Cabinet reporting on progress.</li> <li>2. Programme and Project gateways for key milestone decisions, including stepped business case development.</li> <li>3. Embedded audit assurance via Board.</li> <li>4. Support and challenge from expert external partner.</li> <li>5. Finance scrutiny from Business Partner.</li> <li>6. Role of a benefits manager to drive benefits.</li> <li>7. Adoption and Change Management programme function to encourage local adoption.</li> </ol>	<>	3	5	15	2	3	6	Jun-22	Scoring reflects lack of Cabinet approval for Governance of DTP, which is anticipated 12 July 2022. It also reflects the early stage of development of individual project business cases for the majority of DTP2 projects.
009	Insufficient staff resource or available specialist skills to appropriately coordinate and deliver the programme: - BCC resource - Strategic partner - Application Vendors resource	<ol style="list-style-type: none"> <li>1. If there is insufficient BCC Project Management and support service resource for this programme as and when required.</li> <li>2. If there is insufficient specific resource available from a strategic partner or external supplier when required.</li> <li>3. If there is insufficient resource from existing application vendors to complete tasks required by programme works as and when required.</li> </ol>	<ol style="list-style-type: none"> <li>1. Impact on health and wellbeing of reduced staff team.</li> <li>2. Risk to quality and benefits</li> <li>3. Delays to timeline and/or increased cost.</li> <li>4. Strain on supplier relationships.</li> <li>5. Scope may need to be reduced.</li> </ol>	Open	<ul style="list-style-type: none"> <li>•Development Org</li> <li>•ED02 One Council</li> <li>•ED03 Employer of Choice</li> <li>•ED04 Data Driven</li> <li>•ED05 Good Governance</li> <li>•Resilience</li> </ul>	Project/Programme Management	Digital Transformation Programme Manager	<ol style="list-style-type: none"> <li>1. Procurement of Strategic Partner to specify needs for flexible additional resource if required, an non-exclusivity allows further sourcing if needed.</li> <li>2. Programme resource plans and engagement with resource managers.</li> <li>3. Project health checks and assurance from BC PMO to check projects sufficiently engaging and resourcing.</li> </ol>	<>	3	5	15	2	3	6	Jun-22	Scoring reflects that procurement of a strategic partner is underway but not complete.
015	External supply chain or service provision issues which are outside of the council's control impact upon delivery of the Programme, for example by causing delays in provision of required hardware.	<ol style="list-style-type: none"> <li>1. COVID-19 pandemic impact</li> <li>2. Domestic or global inflation</li> <li>3. Escalation of geo-political conflict</li> <li>4. Post EU-Exit supply chain disruption</li> <li>5. Other unforeseen events including supplier failure, natural disasters etc.</li> </ol>	<ol style="list-style-type: none"> <li>1. Project resources diverted.</li> <li>2. Delayed programme and/or projects leading to increased costs, reduced scope and benefits (project not being delivered).</li> <li>3. Non-compliant contractual arrangements (e.g. emergency extension of supplier contracts if new solutions not available)</li> </ol>	Open	<ul style="list-style-type: none"> <li>•Development Org</li> <li>•ED02 One Council</li> <li>•ED03 Employer of Choice</li> <li>•ED04 Data Driven</li> <li>•ED05 Good Governance</li> <li>•Resilience</li> </ul>	Environmental, Project/Programme Management	Digital Transformation Programme Manager	<ol style="list-style-type: none"> <li>1. Prioritising required scope.</li> <li>2. Iterative delivery approach.</li> <li>3. Strategic Partner able to assign more resource if BCC resources diverted away.</li> <li>4. Assurances and risk analysis sought when procuring goods and services.</li> <li>5. Horizon scanning and contingency planning.</li> </ol>	<>	2	7	14	2	7	14	Jun-22	
014	Anticipated staff savings through natural attrition does not happen or does not happen rapidly enough. [N.B. primarily related to Citizen Service and Channel Shift project]	<ol style="list-style-type: none"> <li>1. Retention of staff to serve other service pressures.</li> <li>2. Fewer people than normal choose to leave roles (e.g. career progression, relocation, resignation etc.)</li> </ol>	<ol style="list-style-type: none"> <li>1. Formal management of change processes required including risk of redeployment or redundancy, with associated costs incurred that delay savings realisation.</li> </ol>	Open	<ul style="list-style-type: none"> <li>•Development Org</li> <li>•ED02 One Council</li> <li>•ED03 Employer of Choice</li> <li>•ED04 Data Driven</li> <li>•ED05 Good Governance</li> <li>•Resilience</li> </ul>	Financial Loss	Head of Citizen Services	<ol style="list-style-type: none"> <li>1. Project Executive is the HoS for the service area with decision making and budget management powers.</li> <li>2. Project contingency.</li> <li>3. Liaising with the Head of Human Resources.</li> </ol>	<>	2	5	10	1	5	5	May-22	