

Appendix 3: Improvement Plan Risk Register

The Improvement Plan and its Risk Register have been developed at a point in time. Both are intended to be dynamic documents that are reviewed regularly to ensure the issues and activities within each are reflective of the environment in which the Council operates and the drivers it faces.

Risk Description	Existing Controls	Net Likelihood Score	Net Impact Score	Net Total Risk score	Planned Additional Controls
GOVERNANCE					
Officers and Elected Members do not adhere to the roles and responsibilities set out in the governance arrangements of the improvement plan	<ul style="list-style-type: none"> Member and officer protocol Improvement Board endorsement of programme management arrangements 	2	3	6	<ul style="list-style-type: none"> Revised member officer protocol and training Cabinet approval of programme management arrangements
The roles and responsibilities relating to programme governance are not understood	<ul style="list-style-type: none"> Member briefings Regular reporting on progress / issues / risks 	3	4	12	<ul style="list-style-type: none"> Member engagement through scrutiny Review effectiveness of governance model / identify weaknesses and areas of improvement
Unrealistic stakeholder expectations of the ability to deliver the plan whilst also delivering against other Council priorities	<ul style="list-style-type: none"> Member briefings Regular reporting on progress / issues / risks 	2	4	8	<ul style="list-style-type: none"> Clear prioritisation from 'what really matters'
CAPACITY					
Failure to create sufficient capacity within the key group of officers responsible for delivering the Plan	<ul style="list-style-type: none"> Initial resource plan endorsed by Improvement Board 	3	5	15	<ul style="list-style-type: none"> Detailed resource planning Cabinet approval for additional resources Robust business planning Ensure resource requirements to deliver the plan are included in the budget setting process
Insufficient capacity in the wider workforce	<ul style="list-style-type: none"> Workforce planning Performance management arrangements 	3	5	15	
Executive Team focus on what is urgent rather than what is important.	<ul style="list-style-type: none"> Improved working arrangements for Executive Team Appointment of interim senior officers 	3	3	9	<ul style="list-style-type: none"> Appointment of Strategic Directors Transparent Council HoS Project Empowerment Project Review Business Systems Project Implementation of HR Self Serve Project
Failure to allocate sufficient resources (financial IT etc) to support the delivery of the Plan	<ul style="list-style-type: none"> Delivery of the Improvement plan has been deemed critical by Executive Team Initial resource plan in place 	2	5	10	<ul style="list-style-type: none"> Detailed resource planning Ensure resource requirements to deliver the plan are included in the budget setting process
ENGAGEMENT & COMMUNICATION					
Executive Team does not connect strongly and overtly with the key group of officers responsible for delivering the Plan	<ul style="list-style-type: none"> Senior management briefings 1 2 1 / appraisal process Head of Service Group and Project Teams 	2	3	6	
Staff are not effectively and universally engaged in the Improvement Plan and progress is not communicated clearly.	<ul style="list-style-type: none"> Key messages disseminated in Senior management briefings Key messages disseminated in One brief Key messages disseminated in Authority wide broadcasts Key messages from Improvement Board available on the Council's intranet 	2	5	10	<ul style="list-style-type: none"> Improvement plan will be available on the Council's intranet Communication strategy