

Governance

Risk ID	Description	Likelihood	Impact	Mitigation	Action dates	Traffic light
ID1	Inability to get clear and timely decisions made during implementation	D	2	Establish clear Shadow Authority arrangements Put effective Councillor and Officer Governance structures in place Build on North Haven Board and Steering Group working Rigorous programme management to schedule and facilitate decision making		
ID2	Ineffective representation of partner and stakeholder views	D	2	Develop engagement strategy for all Hold targeted consultation and information events and workshops Use of Sounding Board techniques		

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ID3	Councillors do not have ownership of the new authority	E	2	Engage councillors in identifying need and priorities. Effective communication lead by the Leaders and CE Early community planning and priority setting Raise councillor awareness of and training for their roles in the new Authority		

Transition

Risk ID	Description	Likelihood	Impact	Mitigation	Action dates	Traffic light
ID4	Poor communication between management team, employees and Councillors	E	2	Robust Communications Strategy Regular briefing sessions and flow of information Use of a variety of channels Common key messages		

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ID5	Low staff morale in all affected Authorities and potential loss of key staff	B	3	Effective Communications Continuing focus on service to the customer Conveying the vision for the new Authorities Engage staff in service design Emphasising improvements in service delivery and opportunity		
ID6	Insufficient resources to manage transition	D	2	Properly scoped and funded transition team Bringing in the additional specialist skills or capacity required Effective programme management, resource planning and utilisation.		

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ID7	Underestimating the work involved in staff transfers and amalgamation of pay and conditions of service.	D	2	<p>Effective engagement with all affected Authorities</p> <p>Properly costed, resourced and skilled HR transition team.</p> <p>Learn from other new Unitary Council experience and practice</p> <p>Ensure proactive engagement with Trades Unions.</p>		
ID8	Public not aware of the change to North Haven Council	F	3	<p>Communications Strategy</p> <p>Use of press and other media to raise awareness</p> <p>Communicate the Vision, benefits and key principles of the new Council</p> <p>Re-branding exercise</p>		

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ID9	North Haven is not perceived as an attractive employer	E	3	<p>Present North Haven as a completely new council with exciting employment opportunities.</p> <p>Effective consultation with employees in constituent Authorities</p> <p>Good recruitment practices</p>		
ID10	Loss of service or reduced quality of service delivery at Vesting Day	D	2	<p>Effective service design and transition planning</p> <p>Well managed staff transfer</p> <p>Robust business processes and properly tested infrastructure</p> <p>Effective fall-back plans</p>		

Leadership

Risk ID	Description	Likelihood	Impact	Action dates	Traffic light	
ID11	Failure to provide Strategic leadership	F	2	<p>Fulfil role of community leader and convenor of public services through a newly formed LSP.</p> <p>Set a clear vision for North Haven</p> <p>New Sustainable Community Strategy</p> <p>Build effective relationships with partners in the area.</p>		
ID12	Failure to appoint appropriate CE to lead the new unitary authority	E	1	<p>Appointment by full national open recruitment process</p> <p>Present attractive job and career opportunity</p>		
ID13	Late appointment of CE will not provide clear and visible leadership for the new organisation	C	2	<p>Early appointment of CE to the new Shadow Unitary authority.</p>		

Risk ID	Description	Likelihood	Impact	Action dates	Traffic light	
ID14	Lack of culture change to deliver the vision and aspirations of the new Authority	E	2	Culture workstream as part of the implementation programme Key strategies and policies in place early. Leader, Cabinet and senior Management Team to lead on this. Develop new employee induction programme for all new and existing employees Regular employee briefings Effective workforce planning on developing core skills		

New Organisation and Service Implementation

Risk ID	Description	Likelihood	Impact	Action dates	Traffic light	
ID15	Unable to get the right people with appropriate knowledge and skills to resource services	D	2	Effective service design and understanding of staff complement and skills required Effective transfer of staff from all affected Councils Early identification of gaps and conduct recruitment process		

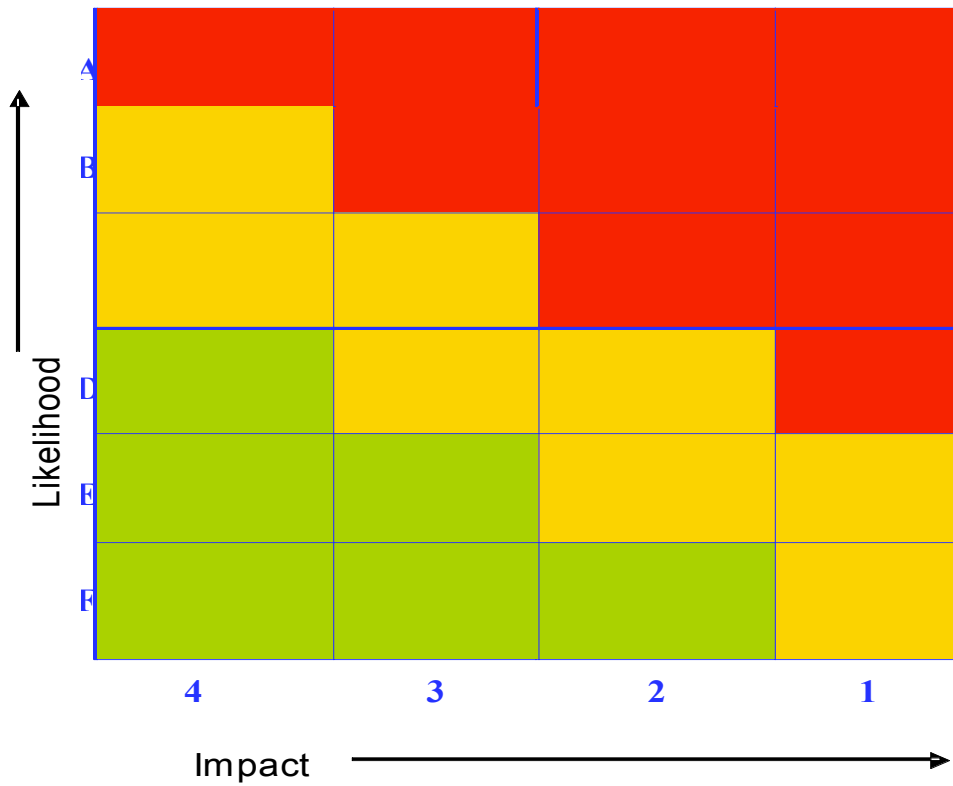
Risk ID	Description	Likelihood	Impact	Action dates	Traffic light	
ID16	Poor fit or integration of IT systems for District and County services	D	2	Well structured and resourced ICT workstream during transition Early and informed decisions on architecture and application choice Well scoped and planned suite of ICT projects to deliver ICT platform Early engagement with existing suppliers to identify fit and options		

Risk ID	Description	Likelihood	Impact	Action dates	Traffic light	
ID17	Failure to engage with communities effectively	D	2	Development of new Sustainable Community Strategy Effective new neighbourhood engagement arrangements Creation of a new North Haven LSP Use of other devolved Boards		

Risk ID	Description	Likelihood	Impact	Action dates	Traffic light
ID18	Failure to provide Community Leadership	E	2	Effective new neighbourhood engagement arrangements Develop new fora e.g a Youth Council Councillor Development Programme Councillors have strong local role and neighbourhood budgets.	
ID19	Failure to deliver VFM and the savings identified in the Business case	D	2	Effective service design Rightsourcing approach to service delivery Shared service opportunities Establishment of a transformation team Robust benefits management and realisation	

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ID20	Ineffective engagement with partners	D	2	Clarity and presentation of North Haven vision Involvement in service design Effective communication strategy	
ID21	Contractual arrangements prevent transformation	B	3	Key business and financial assumptions assume continuation of contracts Initial mixed-economy provision provided for many services Opportunity to leverage existing contracts Potential to rescope or renegotiate where commercially viable	

INHERENT RISK PROFILE



Likelihood:

- A Very high
- B High
- C Significant
- D Low
- E Very low
- F Almost impossible

Impact:

- 1 Catastrophic
- 2 Critical
- 3 Marginal
- 4 Negligible