

Agenda item No. 3

Towards One Council - Key risk update: 05.02.08 – initial assessment

	Meeting April 2009 objective's as identified in the Programme Initiation Document	Major risks identified	Activity to mitigate	I	L	Tot	Suggested Owner	Directio n of travel same, worse, better	Red Amber Green
1	Effective service delivery in all service areas at least the equivalent of current levels	Key staff leaving (inc Chief executives and Senior Managers)	Considering retention scheme Create new structures early Accept fall in service delivery	4	4	16	HR Group		Amber
		Lack of capacity to do day job and manage transition/transformation activity	Ensure adequate backfill arrangements in place Match level of transition activity with available activity	4	3	12	W'steam Owners (WO)		Green
2	Ability to pay staff, suppliers, contractors etc correctly and on time	BMP not in place or not functioning effectively	Ensure that implementation plan is fully owned by JIT	4	2	8	WO BMP		Amber
		Information lost during transfer	Rigorous 'security' procedures in place to ensure effective information management	4	2	8	WO BMP		Green
3	Staff know where their place of work is and what their job is	Not having clarity about operating structure for April 2009	Design has begun provisional operating structure to be presented to IE in March	3	2	6	JIT		Amber
		Communication inadequate and inaccurate	Specific communication action plan needs to be developed to address this issue	4	2	8	Prog Office		Green
4	The ability to generate council tax demands and collect all monies due to the organisation	Attempting to implement over complex transformation activity that cannot be delivered in time	Identify minimal transition requirements and timetable to implement	4	2	8	WO Res.		Green
		Key staff leaving	Communicate to all staff change process and their role in the future service	3	3	9	WO Res		Green

5	The ability to pay housing and council tax benefits correctly and on time	As above	As above	4	2	8	WO Res		Green
6	A budget for 2009/10 is set (by February 2009)	Organisational structure not in place to which budgets can be matched	Establish organisational structure by Summer 2008	4	2	8	JIT		Amber
		Budgets not consolidated effectively	Ensure that Wiltshire Association of Finance Officers (WAFO) work closely together	3	2	6	WAFO		Amber
7	Financial frameworks are in place to properly manage all financial activities required by the new authority	Failure to arrange cash handling and banking arrangements	Identify transitional requirements and timeline to deliver	4	2	8	WAFO		Green
8	98 single member divisions (subject to the Boundary Committee review)	Boundary committee identify a requirement of less than 98	This is likely to happen so it is an issue rather than a risk. Implications need to be considered across the programme	2	4	8	All WO's		Red
		Orders not placed in time for work to be carried out	In-house work already begun – need to be as far ahead as possible when boundary committee starts work	3	3	9	TBC		Amber
9	Infrastructure in place to conduct an election	Lack of experienced leadership	Kenet Chief Executive appointed to manage the process	3	1	3	JIT		Green
		Appropriate IT applications not in place	Liaise closely with Cross Cutting ICT group	4	2	8	ICT Lead		Amber
		Key staff leaving	Considering retention scheme Create new structures early Accept fall in service delivery	3	2	6	Elections Lead		Green
10	Single corporate website (internet, intranet)	Branding development not completed	JIT need to agree branding strategy by April 2008	3	3	9	JIT		Green
		Insufficient resource to design, implement and promote	Proper resource plan developed	3	2	6	Prog Office		Green
11	Single public telephone	Public unable to contact the new	Establish telephony options and	4	3	12	WO		Amber

	number	Council	timetable to deliver them				Res		
12	Single customer care response	Unable to 'induct' all staff to new 'response' or staff just forget	Identify scale of workforce development issues and develop a budgeted plan	3	3	9	Cust Contact Lead		Amber
13	Area Boards and local governance arrangements in place	Lack of clarity about how they will work in relation to service delivery and delegation to town and parish councils.	Continue discussions with county, district, town and parish councillors. Also design has begun provisional operating structure to be presented to IE in March	4	3	12	JIT		Amber
		Inadequate capacity to deliver	Consider creating Wiltshire team from existing resources across the five authorities	3	3	9	WO CL&G		Green
		Constitution not complete	Work ongoing but needs to take account of outcome of design work on operating model	3	3	9	WO CL&G		Amber