

RISK OWNER:

KEY RISKS

Risk Ref	WHAT CAN GO WRONG?	Control/ Action code	HOW DO WE/ <i>CAN WE</i> PREVENT IT?	ASSESSMENT CURRENT		CUMULATIVE ASSESSMENT
				Impact	Probability	
A	The programme does not run to time	C01	The programme delivery team has been designed to give sufficient capacity to support the programme and ensure timely delivery	H	H/M	H
		C02	The need for external support on key areas (e.g. legal, procurement, independent facilitation) has been recognised and built into the PID			
		C03				
		C04				
		C05				
		A01	<i>Need to review the key milestones</i>			
		A02	<i>Board to approved revised timescales</i>			
A03	<i>Keep the GOSW informed of changes</i>					
A04						
A05						
B	The programme does not have sufficient resources (staff, time, money) to deliver	C01	Authorities have agreed to release senior officer time, dedicated to the programme, as specified in the PID. Similarly, an approach to recruiting to the delivery team using a secondment model across all authorities has been agreed	H	H/M	H
		C02	There is an understanding of the varying levels of capacity in different authorities at the present time, and a willingness to arrive at pragmatic solutions which reflect the position of each council's ability to commit resources, whilst ensuring the continued broad level ownership of the programme			
		C03				
		C04				
		C05				
		A01	<i>Need to identify resources and how they will be deployed</i>			
		A02	<i>Need to clarify turning opportunities for next phase(s)</i>			
A03						
A04						
A05						
C	The pace of the programme is not controlled by the Board	C01	We have developed a shared vision of enhanced 2 tier working and a set of very clear SMART outcomes against which all options developed through the programme will be evaluated	H/M	M	M
		C02				
		C03				
		C04				
		C05				
		A01	<i>Develop the 'no surprises protocol'</i>			
		A02				
A03						
A04						
A05						
D	Communications about the Pioneer Somerset are patchy and inconsistent, resulting in 'mixed messages' and lack of clarity among key stakeholders	C01	We have prepared a common report for scrutiny and executive purposes in all authorities, seeking approval of the jointly prepared PID. The need for jointly planned and delivered communications is recognised	H	H	H
		C02				
		C03				
		C04				
		C05				
		A01	<i>Draft Communications Plan signed off by the Board</i>			
		A02				
A03						

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		A04 A05				
E	Local identity, and the capacity to respond in a tailored manner to Somerset's diverse communities, will be reduced	C01 C02 C03 C04 C05 A01 A02 A03 A04 A05	The jointly developed vision for enhanced two tier working makes specific reference to Somerset's diverse communities. This will be a key criterion in the evaluation of all options forthcoming from the Pioneer programme <i>Clarity of option to have autonomy where best</i> <i>Evaluation of all options to consider this risk</i>	M/L	M/L	M
F	Organisational complexity, size and possibly cost will increase as a result of local authority integration	C01 C02 C03 C04 C05 A01 A02 A03 A04 A05	The wording of the jointly developed vision is clear on the need for integration and reduced duplication in the pursuit of efficiency and better outcomes for Somerset residents. Options which run counter to this Vision will be exposed as such in the evaluation and will not be selected <i>Cost Benefit Analysis throughout the Projects and Programme</i>	M	M	M
G	The different organisational cultures and mindsets in the six principal authorities will hinder and possibly jeopardise the programme	C01 C02 C03 C04 C05 A01 A02 A03 A04 A05	The fact that each council has a different culture and way of working has been recognised and taken account of in the PID, by providing opportunities for joint debate and consensus building at officer and member level, in the pursuit of our common vision and outcomes. It is also recognised that there is often a strength arising from different organisational culture, when tailored to the needs of a particular place <i>The Board and Chief Executives collectively and individually lead and support the Programme</i>	H	H	H
H	Support service provision will be duplicated as a greater number of shared service arrangements are established	C01 C02 C03 C04 C05 A01 A02 A03 A04 A05	Councils have agreed to develop a solution to this issue during 2008 <i>Develop a strategy for delivering support services for shared services</i>	M	M/L	M
		C01 C02 C03	Pioneer by delivering early will have support and sign-up and any new members and leaders will want to embrace Pioneer			

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I	Loss of political support - changes in 5 years at National or Local elections	C04 C05 A01 A02 A03 A04 A05	<i>Recognition of successful Programme - 'Brand'</i> <i>Councillors and Chief Officers aware of consequences of failure</i>	H	M	M

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J	Disagreement / delay in the Pioneer Programme as it is at odds with Service Priorities	C01 C02 C03 C04 C05 A01 A02 A03 A04 A05	<i>When Councils set their service priorities they need to be in-line with the Pioneer Programme</i>	M/L	M/L	L
K	Fail to record progress / achievements to demonstrate savings made	C01 C02 C03 C04 C05 A01 A02 A03 A04 A05	<i>Board to agree and officers to adopt the Benefit Tracking system</i>	H	M/L	M
L	Fail to appoint Pioneer Programme Manager and delivery team	C01 C02 C03 C04 C05 A01 A02 A03 A04 A05	<i>Need to identify resources and how they will be deployed</i>	H	M	H
M	Interest in the 5 year Programme wanes	C01 C02 C03 C04 C05 A01 A02 A03 A04 A05	<i>Set and achieve targets and communicate success locally, regionally and Nationally</i>	H	M	M
N	Authorities 'launch forth' in an adhoc fashion not linked to Pioneer	C01 C02 C03 C04 C05 A02 A03 A04 A05	<i>Develop the 'no surprises protocol'</i>	H/M	M	M

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O	Failure to agree way forward = savings not made	C01 C02 C03 C04 C05 A01 A02 A03 A04 A05	<i>Board and Chief Executive leadership and commitment and consequences of failure</i>	H	M	H
P	Failure to agree = strain on relationships	C01 C02 C03 C04 C05 A01 A02 A03 A04 A05	<i>Board and Chief Executive leadership and commitment and consequences of failure</i>	H	M	H
Q	One Authority disagrees = reputational risk	C01 C02 C03 C04 C05 A01 A02 A03 A04 A05	<i>Board and Chief Executive leadership and commitment and consequences of failure</i>	M	M	M
R	Efficiencies for some but not others = individual objectives not met	C01 C02 C03 C04 C05 A01 A02 A03 A04 A05	<i>Awareness of the 'give and take' and 'bigger picture' philosophy</i>	M	M	M
S	Some streams already being worked on therefore lack of coordination and duplication	C01 C02 C03 C04 C05 A01 A02 A03 A04 A05	<i>Effective Programme Management</i>	H/M	M	M

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