

Appendix 1: Programme Risk Register – February 2016

Risk Ref: PMR001	Risk Score 02/2016:	Likelihood= Likely Impact = Significant	Previous Score:	Likelihood = N/A Impact = N/A	Risk Owner: Assistant Director (Policy & Planning)
Risk Title: Programme resource					
1. What might go wrong?	2. What will happen?	3. What do we do about it	Likelihood	Impact	
<ul style="list-style-type: none"> Poor understanding of resource needs of projects and programme 	<ul style="list-style-type: none"> Projects are under resourced leading to delay or failure 	<ul style="list-style-type: none"> Monthly review of programme plan and resource requirements by Project Office and PMG, including scrutiny by Leader and relevant Cabinet Members feeding into PMT Regular review by Head of P&P/HoL/HoF /HoE of forthcoming requirements of projects which will require input from these teams. Development of businesses cases at project inception stage take full account of resources needed throughout lifecycle of project (this is being implemented and the best practise 5 Cases model is being used for Station Approach, Leisure Centre and City Offices projects) Identification of critical success factors of projects in order to fully understand resource needs and potential benefits 	Unlikely once new arrangements fully implemented	Significant	
<ul style="list-style-type: none"> Lack of co-ordination of multiple and cross-cutting project requirements 	<ul style="list-style-type: none"> Tension between projects and resources required to deliver them leading to potential duplication of work, pressure on resources and inefficient use of budget to procure external support 	<ul style="list-style-type: none"> Use of Sponsor and Executive roles and clarity between them. This has been reviewed and new arrangements implemented Regular review of programme plan and resource requirements by Project Office, PMG, Head of P&P/HoL/HoF and PMT 	Unlikely	Significant	
<ul style="list-style-type: none"> Lack of expertise in key specialist areas 	<ul style="list-style-type: none"> Increased expenditure on external consultants Potential error or delay in project 	<ul style="list-style-type: none"> New enhanced budget is being sought from April 16 to provide external support as required. 	Unlikely	Significant	

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	delivery	<ul style="list-style-type: none"> • Regularly review staffing levels and expertise to feed into training programme and salary budget. • Training programme for Project Management/ business case development and more specialised training has been initiated. • Review by Local Partnerships into WCC's skills and capacity for delivering projects to be undertaken 		
<ul style="list-style-type: none"> • Lack of resource in key teams for delivering projects 	<ul style="list-style-type: none"> • Project delay • Insufficient governance in place • Negative impact on staff and their wellbeing due to unreasonable workload demands placed on existing resources 	<ul style="list-style-type: none"> • Regularly review staffing levels, considering fixed term contracts and procuring external support. Implementation officers have been agreed for Barton Farm and North Whiteley. Additional resources in Planning Management are currently being considered. Two temporary Project Manager Posts in Project Office being sought through budget process. • Effective prioritisation of workload, informed by Member prioritisation of programme utilising Leader's Board. • Making sure that initiation processes or new projects are followed and in new projects are agreed then the resource implications are considered. 	Unlikely	Significant
<ul style="list-style-type: none"> • Insufficient resources to support the programme due to additional projects being introduced that have not been assessed in light of the current programme's commitments 	<ul style="list-style-type: none"> • Negative impact on constituent projects leading to delay 	<ul style="list-style-type: none"> • Robust prioritisation of major projects by Cabinet and PMT • Maintain enough flexibility to cope with additional projects being added via the Major Projects budget. 	Unlikely	Significant

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Risk Ref: PMR002	Risk Score 02/2016: Likelihood= Likely Impact = Significant	Previous Score: Likelihood = N/A Impact = N/A	Risk Owner: Assistant Director (Policy & Planning)	
Risk Title: Project slippage				
4. What might go wrong?	5. What will happen?	6. What do we do about it	Likelihood	Impact
<ul style="list-style-type: none"> Projects within the programme slip on timescale or budget 	<ul style="list-style-type: none"> Negative impact on other projects or the programme overall 	<ul style="list-style-type: none"> Maintain programme plan Regular review at PMG Adequate resources assigned to projects 	Unlikely	Significant

Risk Ref: PMR003	Risk Score 02/2016: Likelihood= Unlikely Impact = Moderate	Previous Score: Likelihood = N/A Impact = N/A	Risk Owner: Assistant Director (Policy & Planning)	
Risk Title: Programme impact on Council business				
7. What might go wrong?	8. What will happen?	9. What do we do about it	Likelihood	Impact
<ul style="list-style-type: none"> Formal decision points in constituent projects are not co-ordinated 	<ul style="list-style-type: none"> Committee agendas are overloaded and other committee business is delayed 	<ul style="list-style-type: none"> Review of the programme plan by PMG, then referred to PMT for Forward Plan discussions 	Unlikely	Moderate
<ul style="list-style-type: none"> Resource to support projects is taken away from services and not backfilled or managed 	<ul style="list-style-type: none"> Negative impact on other Council services / duties 	<ul style="list-style-type: none"> Regular review at PMT led by Assistant Directors Effective project and programme planning Project resource needs fed in to service planning 	Unlikely	Significant

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Risk Ref: PMR004	Risk Score Likelihood= Likely 02/2016: Impact = Significant	Previous Score: Likelihood = N/A Impact = N/A	Risk Owner: Assistant Director (Policy & Planning)	
Risk Title: Political leadership				
10. What might go wrong?	11. What will happen?	12. What do we do about it	Likelihood	Impact
<ul style="list-style-type: none"> Change in political direction/leadership 	<ul style="list-style-type: none"> Priorities may change 	<ul style="list-style-type: none"> Retain flexibility in order to cope should this occur Maintain good communications with both main parties 	Likely	Significant
<ul style="list-style-type: none"> Programme undergoes changes, delay or elements are not delivered 	<ul style="list-style-type: none"> Negative impact on reputation of the Council Negative reputation has an adverse affect on other projects due to lack of confidence in the Council by external partners 	<ul style="list-style-type: none"> Programme of major projects is regularly discussed at Leader's Board as well as Leader briefing before PMT. Enhanced Communications capabilities in order to be proactive as well as reactive. Communication plans developed a part of all projects. Positive relations with existing and potential partners are maintained 	Likely	Significant

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Risk Ref: PR005	Risk Score 02/2016: Likelihood= Unlikely Impact = Significant	Previous Score: Likelihood = N/A Impact = N/A	Risk Owner: Head of Policy & Projects	
Risk Title: Community engagement				
13. What might go wrong?	14. What will happen?	15. What do we do about it	Likelihood	Impact
<ul style="list-style-type: none"> Inadequate communication / consultation with the community 	<ul style="list-style-type: none"> Public opinion of one project has a negative impact on the programme causing delay or the cessation of programme elements. Negative impact on reputation of the Council 	<ul style="list-style-type: none"> Ensure the programme and individual projects have clear stakeholder engagement strategies Corporate Communications representation on projects and on PMG Up to date and timely information held on the website Review of Communications team implemented Ensure adequate feedback is communicated to the public following consultation Review of WCC's Engagement Strategy to be undertaken by June 2016 	Unlikely	Significant
<ul style="list-style-type: none"> Consultation does not give us a clear majority view as to what the community want 	<ul style="list-style-type: none"> Unable to establish a consensus with the community following consultation Polarised viewpoints from the community means that unpopular decisions will be made where members of the public potentially feel that they have not been listened to if they do not agree with the outcome – leading to negative impact on reputation of the Council 	<ul style="list-style-type: none"> Ensure that consultation is clear as to what is being asked and what can be affected as a result Provide clear and transparent feedback to those who have taken part in the consultation, setting out what will and what will not change as a result of the consultation Ensure that we have clear leadership from Members 	Likely	Major
<ul style="list-style-type: none"> A number of construction projects are on site at the same time 	<ul style="list-style-type: none"> Significant disruption within Winchester town, negatively affecting residents, the business community and visitors. 	<ul style="list-style-type: none"> Regular review of programme plan to avoid such problems Better understanding of issues by Project Boards and Executives 	Unlikely	Significant

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	<ul style="list-style-type: none"> Negative impact on the reputation of the Council 	<ul style="list-style-type: none"> Use of Implementation Officers to manage these issues maintain good dialogue / relationship with HCC 		
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Risk Ref: PR006	Risk Score 02/2016: Likelihood= Unlikely Impact = Significant	Previous Score: Likelihood = N/A Impact = N/A	Risk Owner: Assistant Director (Policy & Planning)	
Risk Title: Partners				
16. What might go wrong?	17. What will happen?	18. What do we do about it	Likelihood	Impact
<ul style="list-style-type: none"> A number of projects require the input of key partners such as HCC or the Environment Agency at the same time. 	<ul style="list-style-type: none"> Negative impact of partners and their ability to deliver on multiple projects. 	<ul style="list-style-type: none"> Maintain a good relationship with partners Regular review and coordination of programme plan Maintain in house expertise in order to provide intelligent client input to assist and to ensure schemes developed to reduce input from external partners if possible 	Unlikely	Significant

Key to acronyms:

PMT	Performance Management Team
PMG	Programme Management Group
HoP&P	Head of Policy & Projects
HoL	Head of Legal & Democratic Services
HoF	Head of Finance
HoE	Head of Estates
HCC	Hampshire County Council