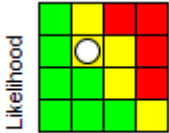
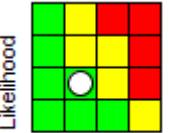



## Appendix 1

### Corporate Risk CR 27 - Organisational Change Management

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>CR27 Change Management</b> 05-Dec-2018 Chrissie Morgan; Kate Smith	<b>Cause:</b> Failure to appreciate the scale, complexity and impact of change and take the necessary steps to ensure the organisation has the capability and capacity to change (to stay relevant) <b>Event:</b> poorly managed and ineffective change <b>Effect:</b> <ul style="list-style-type: none"> <li>• Disruption to service, poor performance and damage to reputation</li> <li>• Outcomes not achieved, reduction in benefits (financial and non-financial)</li> <li>• Failure to change or keep up with change, organisational paralysis and reduction in ability to remain relevant</li> <li>• Adverse impacts on external stakeholders including businesses and residents.</li> <li>• Loss of valued staff and / or negative mental health impacts for staff.</li> </ul>	 Likelihood Impact	6	New risk	 Likelihood Impact	4	31-Mar-2020	 Constant

Action no	Action description	Latest Note			Action owner	Latest Note Date	Due Date
CR27a	To build the capability to look across existing and proposed programmes of work and assess their comparative benefits, risks and resource requirements and understand their interdependencies	- Corporate Strategy & Performance's Corporate Engagement Lead role 12m pilot in place Dec 2018 - PMO's Programme Management Review running concurrently - Plan to bring these capabilities together as part of a single, streamlined officer governance system - Departmental workforce plans are being embedded in Business Plans with a forward look to show full upcoming requirements			Kate Smith	05-Dec-2018	31-Mar-2020

## Appendix 1

CR27b	To help staff understand why, how and what we're changing to increase engagement and take-up and deliver benefits	Corporate Engagement Lead and Internal Communications delivering a corporate change campaign starting by feeding back and communicating actions in response to the Staff Survey results.	Kate Smith	05-Dec-2018	31-Jan-2020
CR27c	To build capacity and develop and grow our in-house capability and skills to manage change	<ul style="list-style-type: none"> <li>- A dedicated Senior HR Change Business Partner has been appointed to support Chief Officers in planning cross-cutting or significantly impactful change and to produce a Change Management Manual to support managers and employees through change and an enhanced Organisational and Development Team is working directly with departments and teams to embed change.</li> <li>- Departmental workforce plans are being used to inform Corporate HR's medium-term corporate workforce plan and in turn the Corporate Learning and Development Strategy.</li> <li>- Classroom learning is being brought in-house with dedicated trainers to better align business need with development strategies and delivery.</li> </ul>	Chrissie Morgan	05-Dec-2018	31-Jul-2019
CR27d	To put in place a new behavioural framework that is accessible and achievable at every level within the organisation to support collaboration and innovation	- New corporate behaviours and a revised performance appraisal process have been consulted on and piloted along with an electronic appraisal system with a view to both being verified and adopted for use from April 19.	Chrissie Morgan	05-Dec-2018	30-Apr-2019