

Appendix 4: Summary of key risks to the programme

Key risk	Likelihood	Severity	Mitigation strategy
Poor engagement and change management with staff, clients and partners results in the programme having negative impacts	Possible	Major	Fit for purpose change management strategy and change approach. Engagement plan is regularly reviewed. MSD-wide change calendar and approach.
Ineffective planning results in MSD using several operating models, processes and systems and over several years	Possible	Major	Co-existence strategy is in place, with transition plans designed to minimise co-existence needs and impact on clients, staff and partners
Insufficient capacity and capability means MSD is unable to plan and deliver the programme	Possible	Major	The programme's resourcing strategy will guide the best combination of external sourcing, seconding staff and building internal capability Ring-fenced programme resources to ensure focus and balance alongside BAU
Changing Government priorities results in negative impacts to agreed programme timeframes and costs, and benefit realisation	Likely	Severe	s 9(2)(f)(iv) Regular reporting to Cabinet and engagement with central agencies ensures visibility of pressures and dependencies in the programme
Lack of funding or pauses in funding compromise MSD's ability to deliver and benefit realisation	Possible	Major	s 9(2)(f)(iv) Ongoing engagement with Ministers and central agencies to highlight the importance of funding certainty and the impacts of uncertainty
Lack of clarity about the sequencing and interdependencies results in unrealistic and conflicting demands on the programme	Possible	Major	Effective programme planning and an integrated approach to delivery, including dependency management.
Chosen vendors unable to deliver on their responsibilities to the programme	Possible	Major	A robust three-stage procurement process placed significant emphasis on the experience of partners delivering on similar responsibilities in the past Discovery processes that inform planning and test capability and capacity
s 9(2)(f)(iv)			