

Risk Assessment and Opportunities Appraisal

- 4.1 A risk management log will be updated and maintained for all aspects of work associated with transition of the library redesign. This enables identification and assessment of risks, as well as identification of mitigating actions with risk owners.

Risks

Description of Risk	Risk Impact	Risk Level Minor, Major Significant, Certain
Community has adversative response to library strategy and the proposed implementation	Development of transparent consultation and community engagement with consistent messaging and feedback.	Significant
Council savings have an adverse effect on Library service budget with reduced resources.	Set out resource requirements as far as possible link to wider Culture Leisure and Tourism (CLT) change and whole council change programme.	Significant
Uncertainty about future locations delay changes to staffing.	Adopt an incremental roll out. Set priorities and target libraries where a move is expected for early adoption.	Major
Possible conflict between Library Transformation Strategy and Shropshire Council Target Operating Model	On-going collaboration to identify management, resources and future developments	Major
Shropshire Local delivery timetable to other areas of the library network and community.	On-going staff, human resources and customer feedback with training, resources and development before reconfiguring locations	Significant
Dependency on Joint Strategic Needs Assessment (JSNA) from Community and Rural Strategy delays review of locations.	Build contingency into plan with partners, understand what aspects can be piloted.	Minor
Process for ordering self-service machines delays plan and associated reduction of time spent	Now part of capital investment program with timescales adjusted for implementation.	Major

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on transactional processes.		
Adverse effect to self-service implementation affecting low customer take up or limited reduction in transaction times.	Reconfigure library locations with library counters and near entrances (based on experience in other authorities). Change management, including robust staff and customer consultation to encourage service ownership.	Major
If Culture Leisure and Tourism (CLT) restructure timetable has adverse effect on affects transformation timetable.	Identify key dependencies and prioritise areas and communities as part of implementation.	Major
Staff and union consultation resists changes to structure.	Consult unions on changes with careful staff communications strategy. Emphasise opportunities, career development and training.	Major
Partnerships develop but partners are unable to co-fund or "commission" libraries to deliver.	Extensive community engagement with partners to inform assumptions about increases in service development.	Minor
Payments for commissioned work does not cover actual costs.	Work closely with finance business partner to understand real costs and inform bids.	Major
Insufficient resources are available to deliver transformation.	Set out resource requirements. As far as possible link to wider CLT change and whole council change programme.	Significant