

Risk ID	Category / Element	Risk Short Title	Description	Desired Outcome	Current Situation	Proposed Strategy
C00485		Communication Strategy Insufficient for Scale and Complexity	Large transformations require sustained, targeted communications. Without it, misinformation spreads, resistance increases, and local teams create their own narratives and workarounds.	A structured communication plan supports understanding, engagement, and two-way feedback across all organisations and user groups. What Could Go Wrong? Stakeholders feel ‘done to’; rumours dominate; adoption drops; training attendance and readiness decline; escalation comes late.	The programme spans many organisations and user groups, requiring consistent messaging and feedback mechanisms.	Create a comms plan by audience; provide regular updates, FAQs, and decision rationale; use local champions; track sentiment and engagement metrics; act on feedback.

Risk (three-part) Statement			Current Risk			Response Type	Manageability	Residual Risk	Risk Owner	Due Date	Close Date	Last Review Date Notes
Cause	Risk Event [uncertainty]	Consequence	Probability	Impact	Score (Pxl)							
Underinvestment in communication planning and feedback loops for a programme of this scale.	Key messages and decisions are not consistently understood across departments and agencies.	Reduced buy-in, increased resistance, and delayed adoption.	5	4	20	Mitigate	3	12	Winter, David	15Aug26	Open	16Feb26
				H-1 C-1 Q-1 S-1								

Mitigating Actions / Response				
ID	Actions			Action Owner Due Date Close Date
#1	Create a per-audience communications plan.			Winter, David 17Apr26 Open
#2	Make an update plan - events drumbeat.			Winter, David 17Apr26 Open
#3	Make a stakeholder register with local champions indicated and identified engagement metrics and disposition.			Winter, David 17Apr26 Open

Last 10 RM Events (Meetings/Interviews/Workshops).

Mtg.	Date	Title / Person / Department	Objective	(0 Events held.)
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Comments

History

Top Risk 1 Summary

Communication Strategy Insufficient for Scale and Complexity

Top Risk Mitigation

Create a comms plan by audience; provide regular updates, FAQs, and decision rationale; use local champions; track sentiment and engagement metrics; act on feedback.