

## **SAVE Program Risks and Opportunities**

The SAVE program presents various risks and opportunities, which can be divided into two general categories:

1. Risk and opportunities of acting/not acting to achieve savings targets:
  - a. Likelihood and size of future across-the-board reductions decreases/increases
  - b. Citizen trust and confidence improves/declines
  - c. Organizational culture change is reinforced/hindered

The potential benefits of taking action are a primary driver of the program.

2. Risks while executing the program:
  - a. Savings initiatives are smaller than anticipated, or may impact services and operations more than anticipated
  - b. High leadership turnover and general “change fatigue” affects ability to deliver savings in a timely and decisive manner
  - c. External consultant does not effectively integrate into program and organization
  - d. Cultural norms limit collaboration, innovation, and/or centralization of savings
  - e. Insufficient resources to execute program administration and initiatives

Management of these execution risks will be incorporated into all elements of program planning and implementation. Figure 1 provides a heat map of these risks through the lens of The City’s Principal Corporate Risks. The heat map reflects residual risk after mitigation has been applied and not initial risk, which in some cases is much higher.

Re-allocation of ZBR resources and expertise will be an essential mitigation strategy, as will the leveraging of analytical tools and lessons learned from other programs more generally. Continued communication, including dashboards to track progress, program evolutions with Service Owners and Service Leaders Forum, spotlighting of success stories and continued prioritization of the SAVE program by senior members of Administration will reinforce the program.

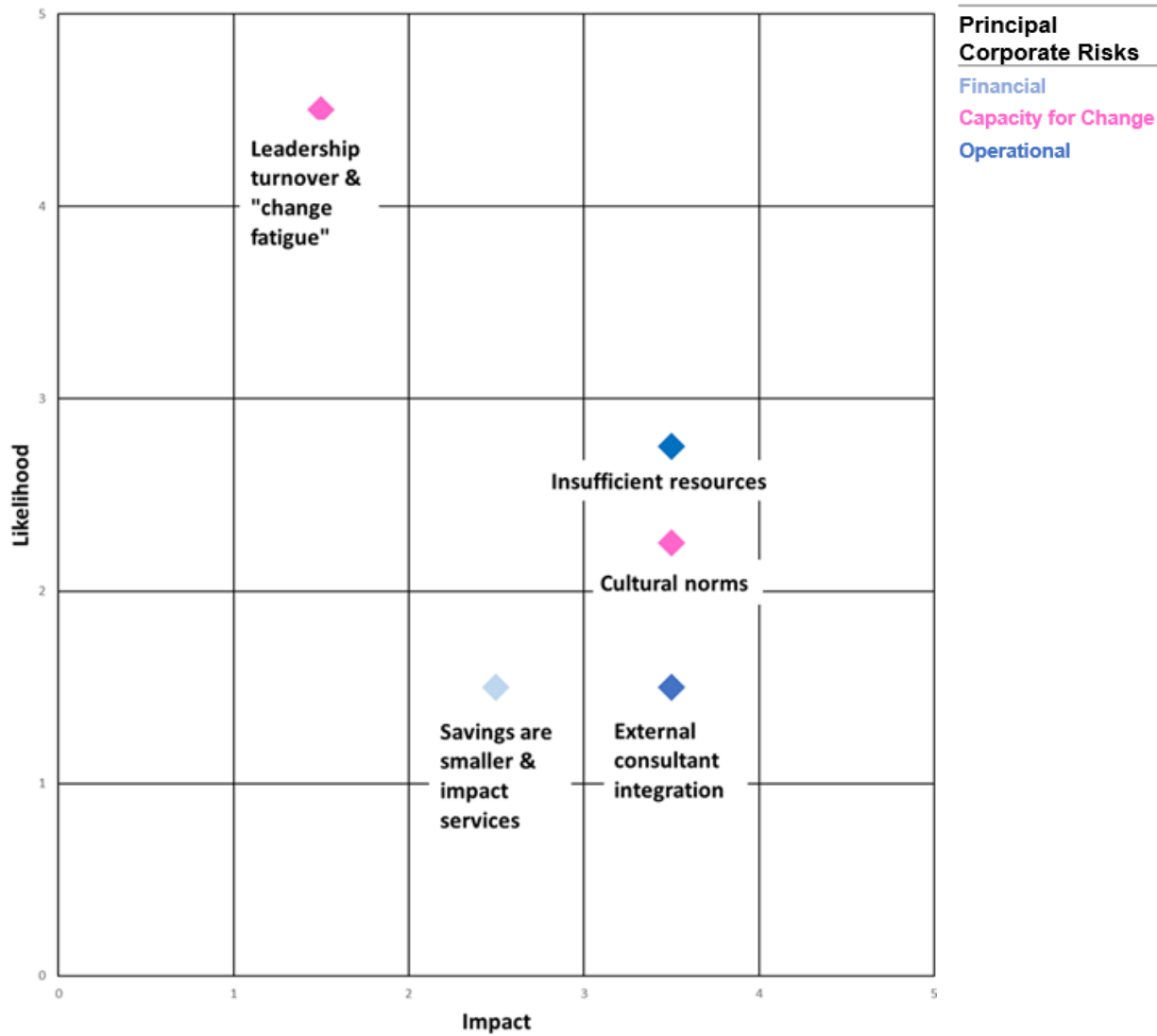


Figure 1: SAVE Risk Matrix