

APPENDIX B - RISK LOG

Lincolnshire County Council - PROJECT TITLE: CSSC Programme



Risk No	Risk Type	Risk Description	Impact Type	Risk Owner	Raised By	Date Raised	Existing Controls	Current Risk Score			Developing Controls	Action Owner	Due Date	Status	Risk Progress	Target Risk Score			Date of last update	Comment	Actual closure date
								Probability	Impact	Score						Probability	Impact	Score			
001	Economic / Financial / Market	Budget pressures due to insufficient funding available to cover transition costs	Cost	Andrew McLean	Jane Maddison	26.02.18	AMc to develop an initial forecast of pressures in fulfilling the transition to a new service to P Moore.	4	3	12	Costed option and resource plans being developed	Andrew McLean	31.03.18	Active	Static	3	2	6	26.03.18		
002	Economic / Financial / Market	Budget pressures due to Insufficient revenue budget available to cover the cost of services from April 2020	Cost	Debbie Barnes	Jane Maddison	26.02.18	To ensure CMB/ Executive are informed of the risk and to identify accurate forecasts of costs once future commissioning arrangements are confirmed.	4	3	12	Costed option and resource plans being developed	Andrew McLean	30.09.18	Active	Static	3	3	9	26.03.18		
003	Organisational / Management / Human Factors	Insufficient LCC capacity and capability within project teams	People/Resources	Andrew McLean	Jane Maddison	26.02.18	Service Leads to identify known capacity risks, seeking to utilise existing resource of the corporate programme team wherever possible.	2	3	6	Resource plans being developed	Jane Maddison/ Service Leads	30.06.18	Active	Static	2	2	4	26.03.18		
004	Political	Options for proposed future delivery model are rejected by the Executive	Time	Debbie Barnes	Jane Maddison	26.02.18	CMB & Sounding Board used for future options and model	1	3	3	Reports are being presented to CMB & Sounding Board for consideration.	Andrew McLean/ Service Leads	30.09.18	Active	Static	1	2	2	26.03.18		
005	Organisational / Management / Human Factors	Insufficient time to deliver the programme	Time	Andrew McLean	Jane Maddison	26.02.18	Timeline in place up to formal decision making	3	3	9	Reports are being presented to Informal Executive for consideration and initial decision making to take place by Executive on 01.05.18	Andrew McLean/ Sophie Reeve	13.04.18	Active	Static	2	3	6	26.03.18		
006	Economic / Financial / Market	Financial and social impact to local economy with services not being delivered from Lincoln	People/Resources	Debbie Barnes	Jane Maddison	26.02.18	CMB & Informal Executive aware within option reports	4	3	12	To continue working with Serco and potential partners to sustain jobs in Lincoln wherever possible.	Andrew McLean/ Sophie Reeve	Ongoing	Active	Static	4	2	8	26.03.18		
007	Strategic / Commercial	Multiple suppliers result in services become fragmented impacting on cost and quality	Cost	Debbie Barnes	Jane Maddison	26.02.18	Seeking to keep the number of supplier relationships with the Council for each service type to a minimum.	3	3	9	Ongoing dialogue with Serco and potential shared service suppliers whilst considering options for insourcing.	Andrew McLean/ Sophie Reeve	Ongoing	Active	Static	3	2	6	26.03.18		
008	Strategic / Commercial	Alternative services not available from April 2020	People/Resources	Andrew McLean	Jane Maddison	26.02.18	Ongoing dialogue with Serco and potential shared service suppliers whilst considering options for insourcing.	2	4	8	Ongoing discussions with Serco and engaging in development activity with preferred shared service supplier.	Andrew McLean/ Sophie Reeve	Ongoing	Active	Static	2	2	4	26.03.18		
009	Strategic / Commercial	Serco unwilling or lack of capacity to co-operate during transition and exit period	People/Resources	Sophie Reeve	Jane Maddison	26.02.18	Relationship managed though existing contract with Serco	4	3	12	Relationship managed though existing contract with Serco	Sophie Reeve	Ongoing	Active	Static	2	2	4	26.03.18		
010	Strategic / Commercial	Serco terminate contact prior to March 2020	People/Resources	Sophie Reeve	Jane Maddison	26.02.18	Relationship managed though existing contract with Serco	1	4	4	Relationship managed though existing contract with Serco	Sophie Reeve	Ongoing	Active	Static	2	2	4	26.03.18		
011	Strategic / Commercial	Unsatisfactory level and quality of services received from Serco up to the termination of their contract	Quality	Sophie Reeve	Jane Maddison	26.02.18	Ongoing contract management with Serco.	4	3	12	Relationship managed though existing contract with Serco and where necessary application of service credits	Sophie Reeve	Ongoing	Active	Static	2	2	4	26.03.18		
012	Technical / Operational / Infrastructure	Impact on future suppliers capability whereby LCC is unable / does not implement the required changes to business processes	Quality	Debbie Barnes	Jane Maddison	26.02.18	Change Management workstream established as part of the programme.	4	3	12	Design Authority Change management programme to support changes in culture to adapt to new ways of working.	Wendy Henry	Ongoing	Active	Static	2	2	4	26.03.18		
013	Organisational / Management / Human Factors	Interdependences between individual workstreams are not identified.	Scope	Andrew McLean	Jane Maddison	26.02.18	Programme governance is established and Board meetings are in place with key representatives.	2	3	6	Individual Project Board meetings are established with project tasks/timelines developed to feed into programme oversight.	Andrew McLean	Ongoing	Active	Static	2	2	4	26.03.18		
014	Strategic / Commercial	Unsuccessful market engagement for IMT services	Scope	Sophie Reeve	Jane Maddison	26.02.18	Engagement of IMT market engagement specialist	3	3	9	Scoping of market engagement requirements to begin w/c 26/03/18 with MNTC, IMT and Commercial Team. Project Board being established	Andrew McLean	30.09.18	Active	Static	2	2	4	26.03.18		
015	Organisational / Management / Human Factors	Insufficient contingency plans built within the programme	Time	Andrew McLean	Jane Maddison	26.02.18	Programme governance is established and Board meetings are in place with key representatives.	3	3	9	Contingency requirements are factored into individual project workstreams and are escalated to the Programme Board.	Andrew McLean	Ongoing	Active	Static	2	2	4	26.03.18		
016	Political	Adverse publicity and damage to Council reputations if future suppliers commissioned deliver an expensive and poor quality service	People/Resources	Debbie Barnes	Jane Maddison	26.02.18	CMB engaged and the Executive to take the formal decision on the future commissioning arrangement.	3	3	9	Corporate Comm.'s team to be engaged during the appropriate stages to support engagement with the media.	Andrew McLean	Ongoing	Active	Static	2	2	4	26.03.18		
017	Organisational / Management / Human Factors	Loss of existing supplier staff to maintain BAU during any proposed transition to a new supplier.	Quality	Sophie Reeve	Andrew McLean	26.03.18	Identifying those staff deemed as critical to the business and the need to develop the intelligent client function.	3	3	9	To explore means of incentivising staff to remain and fulfil the work required.	Sophie Reeve/ Service Leads	Ongoing	Active	Static	2	3	6	26.03.18		
018	Strategic / Commercial	Ability to effectively manage any future shared service supplier as part of a s101 LGA agreement.	People/Resources	Sophie Reeve	Andrew McLean	26.03.18	Develop mitigating factors into the draft s101 agreement.	2	3	6	Implement robust contract management controls to ensure effective service delivery.	Sophie Reeve	30.09.18	Active	Static	1	3	3	26.03.18		

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