

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	Organisational / Management / Human Factors	Insufficient LCC capacity and capability within the payroll project team	People/Resources	Wendy Henry	Jane Maddison	26.03.18	Service Leads to identify known capacity risks, seeking to utilise existing resource of the commercial project team wherever possible. Engagement of a payroll 'expert' to support the project	2	3	6	Resource plans being developed in conjunction with Hoople resource plans	Jane Maddison Jason Davenport	30.06.18	Active	Static	2	2	4	13.06.18	Hoople plans expected late June 18	
002	Organisational / Management / Human Factors	Insufficient time to deliver the project	Time	Wendy Henry	Jane Maddison	26.03.18	High level timeline in place Project plan in place	3	3	9	Project plan to be refined based on Hoople requirements	Jane Maddison	30.06.18	Active	Static	2	2	4	13.06.18		
003	Strategic / Commercial	Serco do not release the appropriate resources to the project	Quality	Wendy Henry	Jane Maddison	26.03.18	Commercial discussions in place and ongoing with Serco. Resource plan developed to identify resource requirements from Serco for workshops - Letter issued to Mark Bennett, Serco requesting resources 6.4.18	4	3	12	Further Serco resources may be required following the review of Hoople resource requirements	Sophie Reeve Jane Maddison Jason Davenport	30.06.18	Active	Static	2	2	4	13.06.18		
004	Organisational / Management / Human Factors	Key resources at Serco are diverted to the project which has a direct impact on quality of BAU services	Quality	Wendy Henry	Jane Maddison	26.03.18	Agreed to recharge to Serco for resource to cover back fill requirements	3	3	9	Review of plan regarding Serco resources and back fill requirements	Jane Maddison	30.6.18	Active	Static	2	2	4	13.06.18		
005	Organisational / Management / Human Factors	Insufficient contingency plans built within the project	Time	Wendy Henry	Jane Maddison	26.03.18		4	3	12	Project plan will include contingency Planned 3 months dual running of payroll as an additional contingency	Jane Maddison	30.06.18	Active	Static	2	2	4	13.06.18		
006	Strategic / Commercial	In the absence of a signed Section 101 agreement with Hoople, they are under no obligation to provide future services to LCC	Scope	Wendy Henry	Andrew McLean	26.03.18		4	3	12	Continued dialogue on the Section 101 agreement with Herefordshire CC	Sophie Reeve Andrew Mclean	30.09.18	Active	Static	2	2	4	13.06.18		
007	Technical / Operational / Infrastructure	Lack of system to process retained fire pay as Spitfire is at "end of life" and at risk of fall over / failing	Scope	Wendy Henry	Fiona Thompson	09.04.18		4	4	16	Revised fire solution / proposal being considered Hoople working on solutions for Fire pay and engaged individuals with fire expertise Meeting with Fire to discuss 15.6.18	Jason Davenport	30.09.18	Active	Static	2	2	4	13.06.18		
008	Organisational / Management / Human Factors	Lack of appropriate levels of investment in developing the Council's intelligent client capacity in relation to payroll systems and matters.	People/Resources	Fiona Thompson	Andrew McLean	17.04.18		2	3	6	Organisational structure to include Intelligent Client Function. Document and proposals currently being worked up	Fiona Thompson	30.06.18	Active	Static	2	2	4	13.06.18		
009	Organisational / Management / Human Factors	Key resources at Serco are not retained and leave to secure more secure employment	People/Resources	Fiona Thompson	Andrew McLean	17.04.18		3	4	12	Commercial discussion of potential financial retainer of key staff within the payroll function	Sophie Reeve	30.06.18	Active	Static	3	3	9	13.06.18		
010	Organisational / Management / Human Factors	Hoople are unable to recruit sufficient, suitability skilled payroll staff to deliver the function from January 2020 and beyond	People/Resources	Fiona Thompson	Tony Warnock	24.04.18		3	4	12	Hoople already assessing resource requirement. Looking to engage their experience workforce on the LCC payroll. Recruitment to take place later in 2018	Fiona Thompson	01.10.19	Active	Static	2	2	4	13.06.18		
011	Technical / Operational / Infrastructure	Relevant balance sheet 'control accounts' wont be reconciled immediately prior to April 2020	Quality	Tony Warnock	Tony Warnock	24.04.18		3	4	12	Rectification workstream within pay statement project	Tony Warnock	31.03.19	Active	Static	2	2	4	13.06.18		
012	Technical / Operational / Infrastructure	Hoople may decline to take on HR admin and payroll function when the full extent of the payroll issues with the current payroll system and data are known	People/Resources	Andrew Mclean	Jane Maddison	24.04.18	Disclosure to Hoople of all current issues (May 2018)	2	3	6	Section 101 agreement	Andrew Mclean	31.07.18	Active	Static	2	2	4	13.06.18		
013	Technical / Operational / Infrastructure	Not all manual work arounds are known which could have an impact of the future configuration and delivery	Quality	Wendy Henry	Jane Maddison	24.04.18		3	4	12	Initial summary reviewed by Internal Audit. Further work scheduled for audit review in August 2018	Jason Davenport Julie Castledine	31.8.18	Active	Static	2	2	4	13.06.18		

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