

## Appendix B

### Corporate Support Services Review Risk Log

#### Open Risks

Summary of key Corporate Support Services Project Risks March 2022			Current Risk Score			Actions, Activities, Controls	Current Status
ID No.	Risk Description / Details	Consequences	Likelihood	Impact	Severity		
CSS R01	Lack of capacity or capability of project team and workstream/ service areas and support services areas such as procurement / finance / HR / IMT	Unable to produce outputs required in line with project plan, this delays the Executives decision and reduces the options available to the Council or results in sub optimal solutions for the Council because of the lack of suitable expertise.	1	3	3	Throughout the project service leads undertake ongoing review of capacity requirements with monthly reporting to the Project Board on capacity issues supplemented by weekly monitoring by project officer and Sponsor via delivery against project plan. If there is any variation against the plan, an escalation process is in place to the Sponsor and the CLT Strategic Lead on a monthly basis with a change control procedure in place to assess the impact if required. The workstream and support service leads are all subject matter experts within their area and generally operating at head of service or assistant director level. The scope of the CSSR project covers the options appraisal only.	Ongoing
CSS R02	Executive /CLT approval not gained for recommended options in option appraisal paper in line with proposed timeline.	This reduces the range of options available to the Council and implementation timeframes are reduced	1	3	3	Key meetings through our Sounding Boards, OSMB and Informal Executive commenced September 2020 for IMT and September 2021 for all other services, in line with the engagement plan. Regular updates and proposals have gone to CLT for direction. A review of the feedback from members and delivery against the project plan takes place following each session by the Sponsor and project team and is considered at the next project Board. The steer is recorded and used to inform the development of the options for each service area.	Ongoing

**Summary of key Corporate Support Services  
Project Risks March 2022**

**Current Risk Score**

ID No.	Risk Description / Details	Consequences	Current Risk Score			Actions, Activities, Controls	Current Status
			Likelihood	Impact	Severity		
CSS R03	Significant subsequent wave(s) of Covid 19	Delay in work project and potentially means a decision is not possible in time to keep all options for future delivery models open to the Council.	1	3	3	This risk has not materialised, arrangements for working from home have meant no interruption to the project. Throughout the project there is monthly monitoring of any slippage of outputs due to conflicting demands through assessing progress against the plan. Should a request to pause/reduce the CSSR project be raised, the Sponsor would be notified within 2 days and any need for escalation to the Strategic Lead considered. Highlight reports are provided to the project Board and Programme Office on a monthly basis and include any likely variation against the plan.	Ongoing
CSS R04	Insufficient transition arrangements (time and or quality)	Disruptions to services, staff and citizens along with reputational damage to the council.	1	3	3	Decision making has been scheduled to ensure sufficient implementation time for all options being considered. The IMT decision has been scheduled earlier than the non IMT services as that potentially required the most complex transition however the non IMT services review decision has been brought forward by 3 months to extend the transition time available. Decision making is on schedule and progress against the project plan continues to be monitored by the Sponsor weekly as well as by the Project Board and Programme Office monthly. Additionally quarterly progress reports have been presented to OSMB from August 2021. A dedicated corporate support services implementation Programme Director has been secured.	Ongoing
CSS R05	Slippage against the project plan	Unable to delivery outputs and benefits on time	1	3	3	A detailed project plan was prepared at the start of the project and has been maintained throughout with resources identified to deliver tasks on time. Weekly monitoring of progress is undertaken by the project officer and Sponsor along with fortnightly monitoring by the Programme Office and monthly review by the Project Board and Transformation Programme. A change control procedure is in place and enacted before any variation to the plan is implemented. The project remains on plan.	Ongoing

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ID No.	Risk Description / Details	Consequences	Likelihood	Impact	Severity		
CSS R07	Insufficient interest in competitive procurements	The procurement might fail or competition might be very limited impacting adversely on the value for money achievable	2	3	6	For the IMT services the bundle of services along with the underpinning commercial terms and service requirements have been subject to two rounds of market engagement establishing high levels of interest in the procurement. For the CSC we have researched what other outsourcing Councils are doing to learn from their experience and have put together an offer to the market which we believe is attractive both in terms of the wide scope of the services and the contractual risk share. Market engagement has commenced and we can make adjustments if necessary.	Ongoing

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