

Risk Log

Risk ID	Risk Type	Risk Owner	The Risk <i>(There is a risk that...)</i>	Risk Cause <i>(as a result of...)</i>	Risk Impact <i>(which may result in...)</i>	Raised On	Inherent Pre-mitigation Impact (1-5)	Inherent Pre-mitigation Probability (1-5)	Score (I x P)	Mitigation Controls	Mitigation Actions	Risk Due Date	Proximity	Residual Impact (after controls and actions) (1-5)	Residual Probability (after controls and actions) (1-5)	Score (I x P)	Status
C&C 10	Project Delivery	JS	The procurement timetable is not adequately implemented	Lack of direction and decision making Low engagement by technical resources	The procurement process is delayed resulting in a shorter mobilisation phase	25/10/2016	5	3	Red	Proper application of the project's governance and control framework	Endorsement of the Full Business Case by Programme Board and Cabinet Ensure the Business Case is reviewed regularly and that highlight reports track progress	Dec-17	Distant (12+ months)	4	2	Green	Open
C&C 11	Project Delivery	JS	The internal resources are not skilled or committed to the delivery of the project	Lack of technical knowledge and/or motivation	The procurement timetable may not be applied as baselined in the business case	25/10/2016	4	3	Amber	Proper application of the project's governance and control framework	The people resource plan in the Business Case is developed to take account of the availability of internal resources which are supplemented by external resources where required	Dec-17	Distant (12+ months)	3	2	Green	Open
C&C 12	Project Delivery	JS	External advisers are not appointed in good time to provide adequate support to the project	Lack of direction and decision making	The procurement timetable needs to be redeveloped with implications on the mobilisation phase	25/10/2016	4	3	Amber	Proper application of the project's governance and control framework	External advisers have been identified and appointed	Dec-16	Imminent (0 - 1 month)	3	2	Green	Open
C&C 13	Amey/EMS	JS	The incumbent contractor does not co-operate with the provision of adequate data and information during the procurement stage	Lack of clarity with the incumbent that information is required during the procurement to inform the development of their solutions	The procurement phase may be delayed	25/10/2016	4	4	Red	Proper application of the conditions of contract	Engage with the contractor to seek agreement that relevant data and information will be provided during the procurement stage	Dec-16	Imminent (0 - 1 month)	3	3	Amber	Open
C&C 14	Project Delivery	JS	The council is unable to find a suitable contractor to deliver the services	The procurement project fails to attract competition from the market	The council is unable to deliver quality services to its residents and is potentially locked in a long term relationship with a contractor which fails to deliver the anticipated standards	25/10/2016	5	3	Red	Adequate promotion of the opportunity to the market and development of robust procurement and contract documentation	The risk cannot be avoided. However there are mitigating actions that can be implemented, including the development of procurement and contract documents which offer an attractive legal and risk profile to both parties	Dec-17	Distant (12+ months)	3	3	Amber	Open
C&C 15	Project Delivery	JS	The council is unable to safeguard adequate time for the mobilisation stage.	Delays with the implementation of the project plan baselined in the BC for reasons and forces which may be internal or external	The appointed contractor is unable to mobilise the services successfully leading to service failures from day one	25/10/2016	5	3	Red	Proper application of the project's governance and control framework	Endorsement of the Full Business Case by Programme Board and Cabinet Ensure the Business Case is reviewed regularly and that highlight reports track progress	Dec-17	Distant (12+ months)	4	2	Green	Open
C&C 16	Financial	JS	The council is unable to share key risks with the contractor	The council's appetite for risk transfer	Bidders may inflate prices to account for risk and failure, reducing the ability of the council to deliver best value services	25/10/2016	4	4	Red	Development of a robust procurement strategy and negotiation strategy	Endorsement of the Full Business Case and Procurement Strategy by Programme Board and Cabinet leading to the development of a contract style which seeks to develop a partnership approach with the new contractor and agree a risk strategy which is acceptable to both parties	Dec-17	Distant (12+ months)	3	3	Amber	Open
C&C 17	Project Delivery	DK	Expectations on service design go beyond financial affordability	Response to public desire and expectations	Services not being affordable	25/10/2016	3	3	Amber	Development of a clear procurement and negotiation strategy	Ensure regular and meaningful engagement with members, residents and stakeholders so that stakeholders understand what is feasible and affordable	Dec-17	Distant (12+ months)	2	2	Green	Open
C&C 18	Regulatory / Legal	FF	The outcome of the procurement process is challenged	An aggrieved bidder raising concerns on how the contracting authority has conducted the process	The council could face escalating legal costs and reputational damage which could affect the mobilisation timetable.	25/10/2016	5	2	Amber	Due and proper application of the procurement process, particularly the evaluation framework	Challenge during a procurement process is an unavoidable risk which can only be managed by the correct and thorough application of the regulations	Dec-17	Distant (12+ months)	3	2	Green	Open
C&C 19	Customers / Citizens	JS	Customers oppose the outcome of the procurement process	Unpopular service changes may be required to deliver the benefits of the project	Local opposition to the new contract	25/10/2016	3	2	Green	Proper application of the project's governance and control framework, including engagement with cabinet and community panels	Develop and implement the communications and stakeholder engagement plan	Dec-17	Distant (12+ months)	2	1	Green	Open
C&C 20	Financial	GH	The council is unable to secure an affordable cost proposal from bidders	Financial pressures and the needs to deliver the efficiency plan	The cost increase required to meet anticipated quality standards falls outside of the council's financial envelope.	25/10/2016	5	3	Red	Development of a clear procurement strategy and framework Make best use of the negotiation stage to understand how quality may affect price	There are no mitigating actions that can be implemented at this stage, as this will become clearer as we approach the initial tender stage	May-17	Approach (5 - 11 months)	4	3	Amber	Open