Risk identified		Risk owner	Impact score (1-4)	Likelihood score (1-6)	Current risk score (1-24)	Managing the risk: Control / mitgating action	Responsible officer	Deadline
Risk ref	Risk description							
1	If the co-ordination and scheduling of project elements does not avoid unnecessary duplication of effort (e.g. data gathering and analysis) or is impacted by changes to project objectives (GO5 - co-ordinating partners objectives and aspirations) then there could be delays and abortive costs before outcomes are achieved.	Programme Manager (CSSS) / Project Manager (GO5)	3	2	6	(i) Understand dependencies across sourcing projects. (ii) Ensure roadmaps are realistic and take account of interdependencies. (iii) Use the phased approach to ensure business cases are validated and agreed with project board before beginning implementation. (iv) Careful management of project element actions and progress monitoring with many critical milestones and checkpoints built into the process (use of breakthrough tools) including data validation for key management information on which decisions are based. (v) Partnership risk management (GO5) - memorandum of understanding and good communication of issues with partners to maintain buy in and understanding of ambitions and potential conflicting objectives.	Sanjay Mistry	Apr-12

Residual risk score	Risk Management view
16 - 24	Must be managed down to reduce risk scores as soon as possible, or prepare a contingency plan or action
7 - 15	Seek to improve the risk score in the short/medium term or establish a contingency plan
0 - 6	Tolerate and monitor within the project

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2	If investment decisions in Sourcing Strategy projects are based on unrealistic targets for improving cost/performance indicators (compared with other shared services) expected benefits and predicted savings might not be achieved.	Project Board with support from project assurance lead (internal audit)	3	2	6	(i) Investment in detailed analysis of financial and performance data, including external benchmarking and third party expert review of data to provide assurance that the detailed business case is sound. (ii) Realisable benefits depend on focusing effort on service transformation elements within each element and to make this happen we must sell the benefits to staff (displacing manual processing activity with automated processes will give a sense of achieving more). (iii) For ERP there has to be a commitment to centres of excellence/ single point of service to achieve benefits. (iv) Must provide sufficient support for staff in key roles affected by the service transformation before during and after the implementation phase.	Project Sponsors	Apr-12
3	If there are unforeseen changes to future organisational requirements and demands (e.g. a move to commissioning and enabling rather than a delivery model) then the assessments of activity within business cases for each element will not be well informed and predicted benefits may not be realised or undermined by future unplanned costs of change. Externally influenced or driven change will be more difficult to predict and manage to avoid loss of benefits from the project.	Programme Board	3	3	9	(i) Strategic forward planning for services - link with new 5 year business planning/corporate strategy process. (ii) Build in maximum flexibility to proposed new CS service structures - can be responsive to changing needs. (iii) GO5 follows a collective approach to decision making aimed at consolidating services rather than maintaining differences.	Pat Pratley	Active

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4	Insufficient internal capacity to deliver the sourcing strategy project and sustain the benefits as competing demands for resources are placed on key service areas, at the same time as initiatives are being developed to meet the funding gap over the next 3 years. The risk to service delivery is higher where there is a dependency on a single post holder.	Programme Board	3	3	9	(i) Mapping links to the business plan and other programme areas, as well as the interdependency of projects and scheduling inputs using a resources matrix helps manage capacity, for referral to project board/ SLT to determine priorities if there is any overload (SLT now own bridging the gap and also carry out horizon scanning to identify any potential conflicting priorities in the future). (ii) Establish the business change resources across the CS in scope services to ensure benefits are realised. Do some work to schedule/map the impact of change (beyond implementation) to identify "peaks and troughs" to provide support when needed and avoid tying up resources unnecessarily.	Sanjay Mistry	Active
5	If data quality and information management is not fully assured re. source data and comparative methodology (e.g. treatment of recharged support service costs could be double counted in savings) then decisions to proceed with business case proposals will be flawed and predicted benefits not achieved.	Programme Manager (CSSS) and project manager (GO5) with support from project assurance role (internal audit) and accountancy services.	3	2	6	(i) Data checks on Eighty:Twenty comparative data: savings estimates, inclusion of activity related to partners not CBC. (ii) Avoid using data comparators as absolutes for decision making. (iii) GO5: ensure partners understand that predicted savings are not just based on implementing a new finance system but rely on developing centres of excellence (level 3).	Sanjay Mistry / Chris Cox	Active

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6	If employees in 'in-scope' services are concerned about their future, they may choose to leave the organisation.	Project Board	3	2	6	Communicating with employees directly as the project progresses. Ensure employees understand the impact of proposals and the opportunities as well as the risks.	Project Managers	Active
7	If customers (internal) of 'in-scope' services do not fully appreciate the implications of change for them and do not then change behaviours to adapt to changing working practice, the council may not get the full benefits of change.	Project Board	3	4	12	(i) Ensure sufficient focus is given to soft and hard customer impacts, taking advice from organisations which have experienced similar change. (ii) Build change management processes (organisational) into the project plan and adequately resource and monitor.	Project Managers	Active
8	If CBC partners (CBH,CF) do not identify benefits for themselves from the changes in support services offered by CBC they may chose to withdraw their custom.	Project Board	2	3	6	Communicating with partners directly as the project progresses. Service leads to ensure partners understand the impact of proposals and the opportunities for improved support and a more resilient service.	Project Managers	Active
9	**GO5 Affordability**: If GO-5 costs are not kept under control then the business case for GO-5 may not be supported and partners may leave the partnership thus further impacting the business case.	GO-5 Senior Responsible Office	4	4	16	Keep costs of ERP system within current budget. Seek to reduce costs of ICT Infrastructure and centres of excellence where appropriate whilst maintaining programme benefits.	P Stewart (West Oxfordshire District Council)	Oct-10
10	**GO5 System Hosting:** If the internal hosting authority arrangement proves unsatisfactory then there will be cost and timescale implications to changing that arrangement.	GO5 Programme Manager	4	4	16	Thorough assessment of bids for hosting will take place.	M Brown (Cotswold District Council)	Aug-10

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11	**GO-5 Organisational Changes**: if organisational structures to occur after the approval of the Business Case but before the establishment of Centres of Excellence then the realisation of GO-5 benefits may be threatened and / or GO-5 costs may rise	GO-5 Senior Responsible Office	4	4	16	Programme Manager to ensure that 'Programmes / Projects which may impact GO-5' are discussed at each prog board meeting. Review Business Case on regular basis to ensure anticipated benefits remains viable and achievable	R Wood (GO-5 Programme Manager)	Apr-12
12	If the programme does not deliver on its anticipated savings and benefits, then there is a potential local and national reputation risk.	Senior Responsible Officer	3	2	6	(i) Programme Manager to ensure that effective stakeholder engagement to undertaken. (ii) Identify potential risks early through programme reporting mechanism. (iii) React to adverse press coverage in a timely and appropriate fashion.	Sanjay Mistry	Apr-12

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