

Risk identified		Risk owner	Impact score (1-4)	Likelihood score (1-6)	Current risk score (1 - 24)	Managing the risk: Control / mitigating action	Responsible officer	Deadline
Risk ref <sup>1</sup>	Risk description							
1	If the council does not adopt a commissioning approach to assess need and to agree and prioritise outcomes there is a risk that it is unable to deliver significant savings without unstructured service reduction, leading to substantial negative impacts on citizens	Mark Sheldon (BtG)	4	3	12	<p>Ensure the rationale for a commissioning approach is clearly articulated.</p> <p>Establish savings and prioritized outcomes as a clear target output from any commissioning exercise.</p> <p>Ensure that the process for each commissioning exercise mandates a staged approach to decision making based on an agreed business case which appraises all the options.</p>	<p>Mark Sheldon</p> <p>Future AD Commissioning (if role approved)</p>	Continuing to October 2012
3	If the process of moving towards a commissioning council is not properly programme and project managed there is a risk that it could impact on service delivery in the short term by diverting resources from other work	Andrew North	3	3	9	<p>Resource the programme appropriately using MSP disciplines planning the resource needs so that capacity or skills shortages are addressed in advance.</p> <p>Continue to develop the council's resource management approach and the role of the Senior Leadership Team is resolving</p>	<p>Ken Dale (Programme Manager) &amp; Jackie Tavener (Business Change Manager)</p> <p>Senior Leadership Team</p>	Continuing to October 2012

<sup>1</sup> Missing risk references may occur where risks have been removed (as no longer valid) or incorporated in other risks

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						any conflicts.	Lead commissioners	Ongoing
4	If knowledge and skills about commissioning are not developed within the organization, there is a risk that services will not be commissioned or delivered in the right way which may impact on flexibility and/or costs	Amanda Attfield	4	3	12	Knowledge programme for relevant officers/members developed and delivered Skills for business development programme developed and delivered Inclusion of a temporary AD role (Organisational Development & Change) to support the transition.	Jan Bridges	March 2012
5	If the move towards commissioning is not communicated effectively with customers and stakeholders there is a risk that it is perceived to be a bureaucratic exercise and impact on the councils reputation	Jane Griffiths	3	3	9	Consistent and effective messages related through all existing networks and partnerships and ensure buy-in. Link the process clearly into the wider Glos Conference commissioning process. Evidence and publicise VfM returns.	Katie Sandey	Continued involvement of customers and stakeholders in the way in which commissioning approach is implemented to April 2011
6	If partner organizations are not sufficiently 'bought into' the process then there is a risk that the commissioning work will be done in isolation and potential savings and effective delivery of outcomes will be	Andrew North	4	4	16	Effective engagement with the VCS through the VCS forum, plus other partners through CSP and thematic partnerships. The objective of	Richard Gibson	Continuing to October 2012

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	reduced					'place-based' project is to engage partners and create alignment. Ensure that joint funding is subject to use of proper commissioning disciplines		
7	If the process of moving to a commissioning environment is not handled effectively then there is a risk that it could impact on employee and member motivation	Amanda Attfield	3	3	9	Change management and HR processes are in place Regular employee and member updates will take place. A member and employee skills development programme is being created.	Julie McCarthy	April 2012
8	If the commissioning approach does not clearly specify roles (including commissioner / provider roles), responsibilities and accountabilities then there is a risk that responsibilities and accountabilities could be blurred or duplicated which would impact on service delivery, costs and customer satisfaction	Amanda Attfield	3	3	9	Define the Commissioning structure, process and roles Describe new roles – job descriptions and person specifications Make revisions to any existing roles and consult job holder/s Learn from other authorities who have adopted commissioning Monitor realization of benefits	Julie McCarthy  Business Change Manager (Jackie Tavener)	April 2011
10	If the council does not adapt best practice from elsewhere to suit a two tier area there is a risk that the	Andrew North	3	3	9	We are learning from other examples and adapting to our own context.	Future AD Commissioning (if role	Ongoing to October 2012

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	commissioning approach may not be fit for purpose, it may not deliver the outcomes expected and / or it may increase costs.					Ensure effective processes.  Adopt a dynamic risk management approach.	approved)	
11	If capacity to lead and manage the changes, at the same time as implementing major change (i.e. a new ERP system), is not secured, then the benefits from Commissioning and the ERP system may not be fully realized, and morale and motivation may be impacted adversely – affecting existing SLT, members and service managers	Andrew North	4	4	16	Consider senior level capacity carefully when approving reductions in employees. Inclusion of a temporary AD role (Organisational Development & Change) to support the transition.  Consider any further resource which may be needed.  Continue to develop the council's resource management approach and the role of the Senior Leadership Team is resolving any conflicts.	Amanda Attfield  Senior Leadership Team	April 2012
12	If commissioning results in the fragmented provision of services then the outcome may be a disjointed service to customers and consequent impacts on the council's reputation and costs	Pat Pratley / Jackie Tavener	4	2	8	All commissioning projects will need to consider how customers will access services in a way which is easy, coherent and 'joined-up' with other council and partner provided services. Introduce controls within commissioning process.	John Steed	Continuing to October 2012
13	If commissioning results in a	Andrew North /	4	2	8	The principle of working	Amanda	Continuing to

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	fragmented organisation then the outcome may be a loss of the values which bind the organisation together	Amanda Attfield				together needs to be inherent in the new structures and processes. The values of the council should influence the choice of delivery option and the acceptability of any provider Values, competencies and consultation being built into commissioning toolkit and HR strategy.	Attfield	October 2012
14	If commissioning leads to a reduction in the number of direct jobs and services at the council, trade union support may reduce or be lost.	Amanda Attfield	3	3	9	Seek to involve the unions at all stages of decision making processes and keep them fully briefed. Regular briefings at Joint Liaison Forum and Joint Consultative Committee.	Amanda Attfield	Ongoing throughout programme and future commissioning exercises
15	If we are tied into a contract for a number of years and unable to react to changing circumstances then additional costs or failure to deliver outcomes may result.	Andrew North	3	3	9	Each commissioning exercise will need to consider, evaluate and deal with this risk.	Peter Lewis	Ongoing throughout programme and future commissioning exercises
16	If commissioning results in a more diverse provision of services then member influence over service delivery may be reduced.	Andrew North	3	3	9	Create appropriate governance including roles for members. Engage the cross-party members group in consideration of governance approach.	Future AD Commissioning (if role approved)	Ongoing throughout programme and future commissioning exercises
17	The potential shared service arrangements which require	Andrew North	3	3	9	Ensure legal agreements for shared services allow for	Peter Lewis	Ongoing throughout

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	commitment to a partnership arrangement for a minimum period may limit the deliverability of savings through commissioning					flexibility over sharing arrangements		programme and future commissioning exercises
18	If commissioning results in a more diverse provision of services then the council's corporate governance arrangements may be less effective.	Andrew North	3	3	9	Statutory officers together with the council's senior officers ensure that the Code of Corporate Governance and other governance arrangements reflect the practicalities of the commissioning programme and individual commissioning projects.	Future AD Commissioning (if role approved)	Ongoing throughout programme and future commissioning exercises

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.