

Risk register

		Current View									
Risk ID	Description of Risk & Impact	Impact (1 - Minor, 2 - Moderate, 3 - Major,)	Likelihood 1- Low 2- Medium 3-High	Severity Impact x Likelihood 1-2= Very Low 3-4= Low,5- 6= Medium, 7-8= High, 9=Extremely High	Mitigation Type (Accept, Reduce, Transfer, Avoid, Stop)	Mitigation Actions (Include action completion date)	Owner	Date Due	Risk Post Mitigation	Further Mitigation Actions	Date Closed (DD- MM- YY)
1	<p>Resourcing - Due diligence Transition Inability to recruit Lack of skills</p> <p>Loss of key staff from LBS, LBB</p>	2	2	4	Reduce, Avoid	<p>Resource plan Access to talent pool - agencies Existing Staff Due diligence - identifies skills required Training TUPE - staff with requisite skills appointed to new positions through Brent ICT team restructure</p>					

2	Impact on existing service for current partners	2	2	4	Reduce, Avoid	Resource plan Skills Over resource for immediate transition commencement date.					
3	In-Flight projects - don't complete and therefore may need to be resourced by Brent Impact on BAU resource of not inheriting service in state expected Handover poor - or poor project implementation - poor design - requires remediation	3	2	6	Reduce,	Q&A of projects as part of due diligence Close project management and early escalation					

4	Excessive or unforeseen demand for service change post service commencement	2	2	4	Reduce, Avoid	Detailed migration plan and programme management to identify, prioritise workload - Employ additional resource if priority and available funding warrants this					
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<p>5</p> <p>Capita behaviours and support</p> <p>Need to agree Hosting contract T&Cs</p>	<p>2</p>	<p>3</p>	<p>6</p>	<p>Accept, Reduce,</p>					
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Previous experience suggests that this is likely to arise - however, we are keeping a positive and financially incentivised engagement with the incumbent. Appointment of a dedicated exit manager. Some staff will TUPE and therefore individuals may not wish to be seen as being negative or a poor performer ?

6	<p>Stakeholders / Engagement / Communications Business engagement Manage expectations Manage cynics</p> <p>Negative view of shared service</p>	2	2	4	<p>Accept, reduce, avoid</p>	<p>Appointment of communications and engagement bod</p> <p>Floorwalkers at service commencement</p> <p>Regular comms leading up to service commencement</p> <p>Business service meetings</p>					
7	<p>Finance - Costs escalate TUPE and related costs currently unknown Unidentified/unexpected licence costs</p>	2	3	6	<p>Accept, reduce,</p>	<p>Due diligence financial planning risk management - appropriate contingency and manage risk within agreed tolerance Comprehensive contracts review - gives surety to contract exposure and treatment</p>					

8	Information and documentation - missing, inadequate, inaccurate	2	3	6	Accept, reduce,	Due diligence LBS service reviews and business engagement					
9	3rd party Contract continuity?	3	1	3	Reduce	Based on due diligence and contract review we expect to have a know position and treatment for all contracts well in advance of service commencement					

10	<p>Serviceability / Supportability of current estate?</p> <p>Capacity Application compatibility with other apps and new O/S ?</p> <p>Due diligence process discovers large scale vulnerabilities such as services out of warranty and old hardware with likelihood of failing during data centre move</p>	2	3	6	Accept, reduce	<p>We accept that current estate is aged and needs upgrading. This will be undertaken in migration phase.</p> <p>Reduce risk by identifying issues and documenting them, mitigating through warrant or support contracts where the cost of this is warranted.</p>					
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11	Resistance or inability of staff and stakeholders to adapt to and work with the Shared ICT Service.	2	2	4	accept, reduce	<p>accept that some staff are resistant to change - and these will need targetted communications and support. Appointment of comms bod</p> <p>Good comms</p>					
12	Unplanned Service disruption occurs during migration of services from Capita to BRENT DCs	2	2	4	accept, reduce	<p>Accept that moving systems and data on such a large scale has an inherent risk which is difficult to fully mitigate. Mitigation focuses on detailed planning and testing of the migration process. Robust programme management.</p>					

13	<p>Cultural misunderstandings between the partners</p> <p>Conflict between partners thereby destabilising the Shared ICT Service</p>	2	1	3	Accept, Reduce	<p>Ensure that attention is paid to understanding each partners' motives for collaborating, how they will judge success and what values will guide decision-making</p> <p>Ensure change is led by joint senior management to identify potential problems and bring about agreement</p>					
14	<p>Security - Vulnerability - Risk that systems are not configured correctly/securely and/or not as documented</p>	2	3	6	Accept	<p>Accept that this is likely to be the case</p> <p>Due diligence to identify issues</p>					
15											
16											