

Strategic Partnering Initiative - Risk Register

Negative Risks that offer a threat to Strategic Partnering Initiative and its Aims (Aim - Reduce Level of Risk)

Ref	Risk Description	Key Causes	Key Consequence	Status Open / Closed	Strategic Theme	Risk Category	Risk Owner	Key Mitigations	Direction of travel	Current Risk Level			Monetary Impact of £k	Risk Tolerance			
										Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating	Date
R1	Risk that the Strategic Partnering strategy does not achieve full potential and/or does not effectively deliver BCC agreed strategic objectives / aims for programme.	Lack of effective planning, resource and governance	SP fails to meet KPIs, etc and partnership fails to effectively plan, access and manage the capacity necessary to fully deliver the scale of our ambition for Bristol's development and regeneration	Open		Programme / Project Management	Project Manager / Project Board	Plan, document and put in place effective planning, resource and governance	Stable	1	3	3		1	3	3	08/01/20
R2	Risk of failed procurement meaning, unable to appoint a strategic partner	Council failure to have the necessary Council resource required to plan, produce documentation, evaluate supplier responses and close out award process	We will not have the internal capacity to fully deliver the scale of our ambition and are therefore consistently continue to underachieve against our annual capital programme objectives.	Open		Programme / Project Management	Project Manager / Project Board	Council put in place the necessary Council resource required to plan, produce documentation, evaluate supplier responses and close out award process	Stable	1	3	3		1	3	3	08/01/20
R3	Risk of challenge from unsuccessful framework competitors / bidders	Inconsistent approach to bidders, change in scope during the procurement process, requirements tailored towards specific supplier(s), etc	Proper Officer satisfied Call-in valid meaning, procurement process aborted, risk of legal challenge from unsuccessful bidder(s), etc	Open		Legal	Project Manager / Procurement Manager	Finalise, lock-in and get Tech Group / Project Board approval of detailed scope in advance of the procurement process, requirements specific to market achievable processes and outcomes, etc	Decreased	2	3	6		1	3	3	08/01/20
R4	Risk that the Council / SP is unable to convert project examples shown in tender documentation (re quantum of SP Day 1 / Day 2 involvement) into a programme of work.	Council / SP failure to have the necessary / appropriate resource required to execute agreed projects	Unable to significantly accelerating the pace of delivery of our Corporate Plan priorities and the One City Plan	Open		Programme / Project Management	Project Manager / Project Board	Council / SP put in place the necessary / appropriate resource required to execute agreed projects	Stable	1	3	3		1	3	3	08/01/20
R5	Risk that the Council cannot establish a workable process to capitalise SP project services	Failure to find a workable mechanism to capitalise projects originated and delivered by the Strategic Partner	Inability to execute innovative projects and major investment programmes through the SP organisation	Open		Programme / Project Management	Project Manager / Finance	BCC Finance team monitoring	Stable	2	3	6		1	3	3	08/01/20
R6	Risk of economic recession and decreased activity within infrastructure/property/financing sectors	Ongoing risk during, for example, BREXIT process running in tandem with delivery of our Corporate Plan priorities and the One City Plan	Skills shortage and impact on supply chain driven by macro-economic conditions delays development and application of innovative projects in Bristol	Open		Programme / Project Management	Project Board	Monitor outcome of Dec 2019 General Election and carryout earliest review of anticipated impact / direction of travel. Also, closely assess incremental workload impact of scenario where government puts in place fiscal stimulus packages geared to infrastructure provision	Stable	1	3	3		1	3	3	08/01/20
R7	Risk of unexpected cost inflation for projects	Unplanned / unforeseen cost inflation due to unforeseen political and micro / macro economic events	Reduced viability of innovative projects and major investment programmes	Open		Financial Loss / Gain	Project Manager / Project Board	Monitor cost inflation trends and market projections	Stable	1	3	3		1	3	3	08/01/20
R8	Risk related to what activities remain in house (eg legal, finance, property, finance, etc) and quality of sub-contractor external support commissioned by SP	Council failure to have the necessary / appropriate resource and processes in place prior to appointment of the SP / execution of agreed projects	Increase requirement for BCC in-house resource to 'shadow' the service provided by the SP	Open		Service provision	Project Manager / Technical Delivery Group	Council to put in place necessary / appropriate resource and processes prior to appointment of the SP / execution of agreed projects	Decreased	2	3	6		1	3	3	08/01/20

R9	Risk that proposed framework RM6008 is unsuitable for BCC requirements (e.g. modification/enhancement to standard framework T&Cs, base location in Bristol, etc) and that requirements are unattractive to framework suppliers	Council requirements too onerous for standard CCS framework	Not enough tender responses received are viable and/or compliant	Open		Programme / Project Management	Project Manager / Procurement Manager	Council requirements to be substantively aligned with standard CCS framework. Exceptions to be clearly highlighted and discussed prior to tender release	Stable	1	3	3		1	3	3	08/01/20
R10	Risk that BCC do not have the internal capacity to provide data / information to the SP	BCC do not have necessary resource to support / provide the information SP requires on Day 1 and beyond	SP mobilisation compromised. Unable to significantly accelerating the pace of delivery of our Corporate Plan priorities and the One City Plan	Open		Programme / Project Management	Project Board	BCC to allocate necessary resource to support / provide the information SP requires on Day 1 and beyond	Decreased	3	4	12		1	3	3	08/01/20
R11	Risk that the tender documentation fails to clearly define roles and responsibilities of Council / SP and key resource	BCC do not have necessary resource to support / provide the information required to document and communicate a robust and workable R&R matrix	Tender analysis process compromised. Unable to clearly differentiate supplier staffing / resourcing proposals	Open		Programme / Project Management	Project Manager / Procurement Manager / Technical Delivery Group	BCC to allocate necessary resource to support / provide the information required to document and communicate a robust and workable R&R matrix	Stable	2	3	6		1	3	3	08/01/20
R12	Risk that the Council fails to clearly define requirements re: complementary support services supplied by the SP. E.g. Legal / Finance / Property / Procurement / etc	BCC do not have necessary resource to support / provide the information required to document and communicate a robust and workable sub-contractor appointment/engagement matrix	Tender analysis process compromised. Unable to clearly differentiate supplier staffing / resourcing proposals	Open		Programme / Project Management	Project Manager / Technical Delivery Group	BCC put in place resource to support / provide the information required to document and communicate a robust and workable sub-contractor appointment/engagement matrix	Decreased	2	4	8		1	3	3	08/01/20
R13	Risk that the Council fails to clearly define how services provided by the SP are to be budgeted for, agreed, managed, cash flowed and reimbursed.	BCC do not have necessary resource to support / provide the information required to document and communicate a robust and workable commercial structure for the programme	Tender analysis process compromised. BCC unable to clearly differentiate supplier staffing commercial tender proposals. SP withdraws resource if invoicing payments do not consistently achieve contractually agreed payment terms	Open		Financial Loss / Gain	Project Manager / Financial Manager / Technical Delivery Group	BCC put in place resource necessary to support / provide the information required to document and communicate a robust and workable commercial structure for the programme	Decreased	3	4	12		1	3	3	08/01/20
R14	Risk of unclear/incomplete planning, baselining, project requirements/detail and commencement of ongoing portfolio of initiatives to be executed by SP	BCC do not have necessary resource to support / provide the information required to document and communicate cross directorate 'status quo' and 'baseline'	SP mobilisation compromised. Unable to significantly accelerating the pace of delivery of our Corporate Plan priorities and the One City Plan	Open		Programme / Project Management	Project Manager / Technical Delivery Group	BCC put in place all necessary resource to support / provide the information required to document and communicate cross directorate 'status quo' and 'baseline'	Decreased	3	4	12		1	3	3	08/01/20
R15	Risk of BCC staff involved in the strategy not receiving timely upskilling /training	BCC do not execute timely implementation of enhanced skills training necessary to enable BCC staff to fully plug-in to the strategic partnering initiative	BCC colleagues will not fully engage / play their part / participate in the initiative.	Open		Programme / Project Management	HR Manager / Project Manager / Project Board	BCC / HR to plan and execute timely implementation of enhanced skills training necessary to enable BCC staff to fully plug-in to the strategic partnering initiative	Decreased	3	4	12		1	3	3	08/01/20
R16	Risk that the SP is used by the Council for 'reach back' purposes	BCC directorate functions use SP as a 'recruitment' agency to bridge BCC internal short/medium/long term staffing shortfalls	Significant future Council commercial risk and exposure to IR35 liabilities	Open		Financial Loss / Gain	Project Board	BCC directorate functions agree not to use SP as a 'recruitment' agency to bridge BCC internal short/medium/long term staffing shortfalls. Scope documents to reflect this positioning	Decreased	2	5	10		1	3	3	08/01/20

