Project Risk Log - high level risks

Ref/ID (risk)	Risk Description	Key Causes	Key Consequence	Risk Owner	Key Mitigations	Equalities related risk?	Likelihood	Impact	Risk Rating	Current status
1	**Scope creep** - This project is vulnerable to scope creep as we undertake the discovery work, and this could increase the timeline	- Discovery process uncovers unknown issues and areas of work	- Existing P&M project timeline may be increased	David Martin	- Ongoing assessment of impact against agreed tolerances	N	4	5	20	- Increased scope has increased the timeline within tolerance so far
2	**Bidders' submissions are too expensive** - The financial objective is to reduce costs - If the market cannot meet the contract value then we will have to rapidly pivot our approach	- Supplier market value	- Outsourcing becomes unviable	David Martin	- Contract negotiation - Reduced volumes maintained from lockdown - Robust procurement	N	3	5	15	- Requirements underway and route to market being defined
3	**Lack of buy-in from user departments** - Council staff not buying into the savings and digitisation strategy and resisting culture change	- Lack of appetite at senior level - Poorly designed and communicated objectives and benefits - Ineffective comms plan	- Lack of compliance - Failure to embed - Unable to realise full savings potential / cost reductions - Unable to fully support the digital strategy across the organisation, eg. Environmental impact	John Walsh	- Mandate from sponsor to comply - Challenge non-compliance - Print policy - Clear strategy - Escalate when necessary - Clear comms	N	3	5	15	- Requirements workshops complete; engagement has been positive - Policy drafted
4	**Lack of control due to outsourcing** - Once the contract is outsourced then we could have less control of the service	- Fully outsourced service	- Poor service quality - Increased costs	David Martin	- Robust procurement process - Maintain close contract management - Ensure the supplier has robust business continuity in place at all times	N	3	5	15	- Requirements under development
5	**Challenges re recharges** - Some other LAs have found that accurate recharging has been challenging to implement	- Volume of codes - Unlear who owns the print/mail - Complex council structures	- Innacurate financial reporting - Lack of control of costs - Solution failure	David Martin	- Engage the correct IT and finance resources - Test the process - Contract manager in place	N	3	5	15	- Build into implementation