

**Risk Register****Risk Register Introduction**

Definitions: A Risk is 'uncertainty of outcome'. An Issue is 'a concern that cannot be avoided'. A Threat is 'a factor which could lead to a risk being identified'.

Risks can be identified by any stakeholder for inclusion in the Risk Register.

**Risk likelihood and impact classifications****Definitions of risk likelihood classifications**

Likelihood	Definition	Score	Likelihood percentage		
Very High	Is highly likely to occur	5	> 80%		
High	Is likely to occur	4	60% to 80%		
Significant	Is as likely as not to occur	3	40% to 59%		
Low	May occur	2	20% to 39%		
Very Low	Unlikely to occur	1	< 20%		

**Definitions of risk impact classifications**

Impact	Impact on cost	Impact on quality	Impact on time	Impact on savings realisation	Score	Implied impact minimum costing
Very High	Increased costs	Programme outcomes effectively unusable.	Delay jeopardises viability of	>20% programme cashable	5	£1,000,000
High	Requires	Failure to meet the needs of a large proportion of	Failure to meet key deadlines	15%-20% programme	4	£500,000
Significant	Requires	Significant elements of scope or functionality will	Delay affects key	10%-15% programme	3	£250,000
Low	Requires some	Failure to include certain 'nice to have' elements	Slight slippage against key	5%-10% programme	2	£100,000
Very Low	Variations	Slight reduction in quality/scope with no overall	Slight slippage against	< 5% programme cashable	1	£25,000

## Customer Service Programme EBC Section G - Supporting resource information

### Risk Scoring & Escalation Matrix

Likelihood & Impact Scoring System												
		Almost Certain	Likely	Moderate	Unlikely	Rare						
Very High		25	20	15	10	5						
High		20	16	12	8	4						
Significant		15	12	9	6	3						
Low		10	8	6	4	2						
Very Low		5	4	3	2	1						
Score		Priority										
15 to 20		High										
8 to 14		Medium										
0 to 7		Low										

## Risk Costing and Contingency Planning

Assumptions	Forecast	Rounding
Monthly cost of Programme	£0	£0
Yearly cost of Programme	£0	£0

## Guidance on costing of Risk for Contingency

- |  |  |  |  |
|--|--|--|--|
| - Risks with a Likelihood of 25% or above should be costed into the contingency within the Programme Budget. |  |  |  |
| - Risks with a Likelihood of 5% are insignificant and too low to warrant management.                         |  |  |  |
| - Risks with a cost of impact above £200,000 should have Contingency held at the Programme level.            |  |  |  |

## Definitions of risk categories

Risk Categories	Examples
Strategic / Commercial Risks	<ul style="list-style-type: none"> <li>* Under-performance to specification.</li> <li>* Management will under-perform against expectations.</li> <li>* Collapse of contractors.</li> <li>* Failure of suppliers to meet contractual commitments in terms of quality, quantity, timescales or risk.</li> <li>* Partnerships failing to deliver the desired outcomes.</li> <li>* The situation not being insurable or the cost of insurance outweighs the benefits.</li> <li>* Lack of availability of capital investment.</li> </ul>
Economic / Financial / Market	<ul style="list-style-type: none"> <li>* Exchange rate fluctuations.</li> <li>* Interest rate instability.</li> <li>* Inflation.</li> <li>* Shortage of working capital.</li> <li>* Failure to meet projected savings targets.</li> <li>* Market developments will adversely affect plans.</li> </ul>
Legal and Regulatory	<ul style="list-style-type: none"> <li>* New or changed legislation may invalidate assumptions upon which the activity is based.</li> <li>* Failure to obtain appropriate approval.</li> <li>* Unforeseen inclusion of contingent liabilities.</li> <li>* Loss of intellectual property rights.</li> <li>* Failure to achieve satisfactory contractual arrangements.</li> <li>* Unexpected regulatory controls or licensing requirements.</li> <li>* Changes in tax or tariff schedules.</li> </ul>

## Customer Service Programme EBC Section G - Supporting resource information

<b>Organisational / Management / Human Factors</b>	<ul style="list-style-type: none"> <li>* Major Organisational Change.</li> <li>* Inappropriately managed personality clashes.</li> <li>* Inadequate corporate policies or health and safety constraints.</li> <li>* Poor leadership, indecision or inappropriate decision making.</li> <li>* Key personnel have inadequate authority to fulfil their roles or a lack of clarity over roles and responsibilities.</li> <li>* Poor staff selection procedures.</li> <li>* Vested interests creating conflict and compromising the overall aims or individual interests given unwarranted priority.</li> <li>* Lack of operational support or inadequate adoption of management practices.</li> </ul>
<b>Political</b>	<ul style="list-style-type: none"> <li>* Change of local, national or international government policy.</li> <li>* Change of government.</li> <li>* Adverse public opinion and/or media intervention.</li> <li>* Terrorist incidents.</li> </ul>
<b>Environmental</b>	<ul style="list-style-type: none"> <li>* Natural disasters (storms, flooding, drought, earthquake, volcanic eruption/ash).</li> <li>* Pollution incidents.</li> <li>* Transport problems, including aircraft/vehicle collisions.</li> <li>* Inadequate Project environment and facilities.</li> </ul>
<b>Technical / Operational / Infrastructure</b>	<ul style="list-style-type: none"> <li>* Scope creep, unclear expectations or inadequate design.</li> <li>* Performance failure, safety compromised, breaches in security/information security, or infrastructure failure.</li> <li>* Lack or inadequacy of business continuity.</li> <li>* Professional negligence or human error/incompetence.</li> <li>* Operational lifecycle compromised (e.g. asset lifespan lower than expected, residual values of assets lower than expected , maintenance problems, higher than expected decommissioning costs.)</li> </ul>
<b>Risk Status</b>	
Open	
Closed	

NEW RISK REGISTER FOR TRANCHE 3

## Customer Service Programme EBC Section G - Supporting resource information

## Risk Register

Risk reference	Risk description and expected impact	Date raised	Risk category	Risk owner	Proximity of risk	Target resolution date	Action(s) and action owner(s)	Direction of travel	Current risk assessment				Target risk assessment				Risk Status
									Impact	Likelihood	Score	Current risk cost	Impact	Likelihood	Score	Target risk cost	
R1	There is a risk of reliance on contractors/consultants to deliver the changes identified by the programme in tranche 3 and beyond, which are not yet/ will not be allocated in the resourcing plan.	10/11/2021	Organisational / Management / Human Factors	Senior Product Owner	4-6 Months		Preventative: Build resilient team, in-house capabilities. Knowledge transfer Develop detailed implementation plan and change management plan/roadmap To ensure optimised Value for Money for the Council.		3	4	12	£1,000,000					
R2	There is a risk that the customer improvements identified in tranche 3 are limited due to lack of integration with other programmes and projects to make the required changes across the organisation	12/08/2021	Organisational / Management / Human Factors	Senior Product Owner	1-3 Months		Preventative: Use the agile approach to engage with other projects and programmes across BCC. Work Collaboratively with CPMO to understand the different interdependencies of other inflight projects and programmes of the Customer Services Programme.		4	3	12	£1,500,000					

Customer Service Programme EBC Section G - Supporting resource information

R3	There is a risk to working with suppliers and timeframes, contractual arrangements and additional works may not match the Councils styles, needs or ways of working.	25/08/2021	Organisational / Management / Human Factors	Product Owner	1-3 Months	Pre-emptive: Upfront agreement and workplans with suppliers to make sure that everyone is clear on expectations Require specialist technical/ other knowledge to lead some aspects of conversations with suppliers Skills/ gap analysis and resourcing requirements for programme Budget/ capacity to be flexible and support programme where required No single point of failure Handovers and sign offs with assistance from supplier		3	3	9	£750,000					
R7	There is a risk that cashable savings will be absorbed as service efficiencies if they are not clearly defined for each programme area	09/09/2021	Economic / Financial / Market	Senior Product Owner	7-12 Months	The cashable savings to be attributed to the programme are set out in the Enhanced Business Case and agreed with each of the service areas concerned. EBC process to meet with all services to agree all details with service leads. Governance to be reviewed The programme have been allocated a finance point of contact		4	5	20	#N/A					

Customer Service Programme EBC Section G - Supporting resource information

R8	There is a risk that the breadth of customer service is perceived to include only those services selected to feature in the initial programme scope. We will fail to embed customer-centric behaviours across the wider organisation.	09/09/2021	Political	Senior Product Owner	7-12 Months	The programme will work with the Organisational Development Team to ensure that the delivery of high-quality customer services is a collective responsibility. Comms out that state this programme is not just services in contact centre, but all services delivered by the Council. Covers everything and everyone		3	3	9	£750,000					
R9	There is a risk that an appropriate level of resources will not be dedicated to the programme resulting in it being unable to deliver at pace or with the necessary momentum.	10/11/2021	Economic / Financial / Market	Senior Product Owner	1-3 Months	Design: Develop plans to identify work and effort required in order to appropriately resource work Reactive: Have team members who can assist if we need to draw on contingency. Prioritise work on items that can be delivered Proactive: During the proposed discovery stage, the programme will identify specific individuals to be seconded to the programme, and confirm backfill arrangements, as described in the outline business case, confirm resource availability according to a detailed, time-based resource plan.		3	4	12	£1,000,000					

## Customer Service Programme EBC Section G - Supporting resource information

Assumption Reference	Date Made	Assumption description	Potential impact if invalid	Estimated impact if invalid	Proposed Validation action	Validation Owner	Target Validation Date	Current Status	Validation Comments
A1	22/09/21	Customer service optimisation will be delivered in thematic waves of closely associated groups or services, enabling multi-skilling and the achievement of savings targets	Difficult to achieve savings. Inefficiency in delivery	Significant: £500K - £1M	Review as part of operating model design	Senior Product Owner	01/03/22	Pending validation	
A2	22/09/21	Opportunity prioritisation may lead to re-ordering the delivery activities	Savings may not be delivered in an optimal order	Significant: £500K - £1M	Review as part of mobilisation	Senior Product Owner	01/03/22	Pending validation	
A3	22/09/21	Front facing services that cannot make savings will still have involvement from the Customer Services Programme so as to be able to achieve stretch targets	Services shall need to be descoped	Significant: £500K - £1M	Confirm as part of TOM design	Senior Product Owner	01/03/22	Pending validation	
A4	22/09/21	Savings, efficiencies and cost avoidance may be recategorised, especially for the purpose of generating greater revenues	Optimal benefits will not be achieved	Low: £25K - £500K	Confirm as part of TOM design	Senior Product Owner	01/03/22	Pending validation	
A5	22/09/21	Savings exclude trend and forecast analysis. Should demand for services increase for reasons such as changes in demographics, then this may lead to cost avoidance rather than direct savings		Significant: £500K - £1M	Confirm as part of implementation per business case	Senior Product Owner	06/03/22	Pending validation	
A6	28/09/21	The plan assumes internal mobilisation can be completed by January 2022 .	Issue in terms of scale: number of roles required & if this can be accommodated without waiting for backfill.	Low: £25K - £500K		Senior Product Owner	07/03/22	Pending validation	
A7	28/09/21	Contact centre telephony will be deployed in time to provide vital datasets for services and tools to assist savings targets	Before each service migrates in contact centre telephony deployed to key services to provide vital statistic reporting	Significant: £500K - £1M	Validate during mobilisation	Senior Product Owner	01/03/22	Pending validation	
A9	28/09/21	Assume 11,000 staff training is done via online learning in light of Covid pandemic and costs		Low: £25K - £500K		Product Owner	11/03/22	Pending validation	
A10	11/10/21	Costs excludes technology and licensing costs as the assumption is this can be delivered using existing software	Require additional Capex to deliver technology. Could result in reduced savings estimates as portion needs to be offset against license costs	Significant: £500K - £1M	Review technologies and BCC programmes to identify most suitable option from technology stack to deliver solution	Product Owner	15/03/22	Pending validation	
A11	10/11/21	That we will be able to backfill contractor/partner resources with our own employees by month 7. If we are unable to do that the impact will be increased costs to retain the contractors/partner staff. You can quantify that by extending the cost lines that cut off at month 7 and noting the difference in cost	A further request for funding through the change management process, that may require additional resources to deliver the Customer Service Strategy than anticipated.	Critical: £1M - £10M	Develop detailed implementation plan and resource schedule	Senior Product Owner	01/03/22	Pending validation	
A17	10/11/21	It's the assumption that IT&D operations will have the capacity to provide technical resource time to the customer programme when required. Failure on that assumption will mean additional cost to bring in backfill for technical resources.	Delay to delivery and increased costs to deliver in line with delivery plan	Significant: £500K - £1M	Develop detailed implementation plan and resource	Senior Product Owner	01/03/22	Pending validation	

Customer Service Programme EBC Section G - Supporting resource information

Savings							
Project	Delivery Team	Cost (£)	Full Year Savings (£)	22/23	23/24	24/25	25/26
Smart Communications	1	340,115	400,000	-	-	50,000	400,000
RPA - Bereavement	3	928,483	1,000,000	250,000	750,000	1,000,000	1,000,000
Pre-emptive Demand - Green Waste	2	422,911	87,349	40,000	87,349	87,349	87,349
Automation -Markets	2		100,000	50,000	100,000	100,000	100,000
Automation - Pest Control	2		100,000	50,000	100,000	100,000	100,000
Total		1,691,508	1,687,349	390,000	1,037,349	1,337,349	1,687,349
Summary by delivery team	Costs	Savings					
Team 1	340,115	400,000					
Team 2	422,911	287,349					
Team 3	928,483	1,000,000					
Total	1,691,508	1,687,349					