

## Risk Log for Business Enablement Programme

**Key:** Impact 5 - Major, 4 - very significant, 3 - significant, 2 - moderate, 1 - minor  
Likelihood 5 - almost certain, 4 - likely, 3 - possible, 2 - unlikely, 1 - rare

ID	Date Raised	Workstream	Description	Impact	Likelihood	Score	Mitigation	Last Reviewed	Post Mitigation Impact	Post Mitigation Likelihood	Post Mitigation Score
1	01 Nov 2018	Programme	Problems are experienced with programme funding. Outstanding work cannot be completed and the business benefits cannot therefore be realised	5	5	25	Ensure scope and plans are aligned to available BEP funding. Engage Finance and programme sponsor in business case approval process early and with ongoing financial reporting and management.	11 Apr 2019	5	3	15
2	01 Nov 2018	Programme	Resource problems negatively affect programme delivery. Resource gaps prevent timely delivery of projects. Lack of availability of resources at the time they are needed prevent timely delivery of projects. Quality of deliverables / realisation of benefits is affected. Absence that cannot be predicted affects timely project delivery	5	5	25	Devise resourcing requirements from plans and resource accordingly. Devise and assign to an optimal resource model aligned to delivery. Ensure funding is available to secure the resources.	11 Apr 2019	5	3	15
3	01 Nov 2018	Programme	Approvals and decision-making processes negatively affect programme delivery. The project is delayed or poor quality solutions are put live with subsequent detrimental impact on live business operations	4	5	20	Ensure early definition of and engagement with decision-makers and clarity of decision-making criteria.	11 Apr 2019	3	3	9
4	01 Nov 2018	Modern Workplace and APM	Stakeholder engagement problems negatively affect programme delivery. The project is delayed or poor quality solutions are put live with subsequent detrimental impact on live business operations	5	4	20	Ensure stakeholder engagement is included and prioritised in overall plan and adequately resourced.	11 Apr 2019	3	3	9
5	01 Nov 2018	Modern Workplace and APM	The impact of the transition of services from Capita to BCC will cause delays, increased costs, and poor quality delivery of the BEP projects. Time delays, budget overspends, poor quality delivery of projects	5	5	25	Maintain close contact with the Transition project to keep abreast of likely impact. Plan to address impact through preparing resource fulfilment methods in advance. Plan to reprioritise internal staff to priority projects to address critical impacts.	11 Apr 2019	4	4	16
6	01 Mar 2019	Modern Workplace and APM	The digital skills and culture change needs of the organisation may demand far more effort than planned for and funded within the programme, but are essential to deliver the new ways of thinking and working necessary to exploit the opportunities enabled by the new technologies being implemented. This could result in potential delays and overspend on the programme as well as widespread change issues across the work force.	5	5	25	Engage HR in the programme to align staff engagement with the work force strategy, and Forward Together. Ensure detailed HR involvement in the programme to ensure alignment.	11 Apr 2019	5	4	20

7	30 Nov 2019	APM	A large proportion of the councils server hardware and platform software is reaching end of life over the next 2 years increasing the risk of hardware failures and security risks.	4	5	20	Purchase of extended support where appropriate, combined with targeted prioritisation of upgrades and migration to new hardware and software platforms	11 Apr 2019	4	4	16
8	12 Feb 2019	APM	The ERP Programme does not complete by March 2021. This will impact the ability for BCC to exit the existing data centres and decommission them impacting budget and savings.	5	3	15	Ensure close contact with the ERP Programme to keep abreast of likely impacts. Tactical options to move SAP from council's data centres to be investigated.	11 Apr 2019	3	3	9
9	02 Dec 2018	Networks	Connectivity issues with the Cirrus Contact Centre impact on its operation	5	5	25	A virtual firewall is in place to provide capacity for the Contact Centre until the new Corporate Perimeter Firewall has been fully implemented	12 Apr 2019	3	3	9
10	02 Dec 2018	Networks	The start of the Cisco 6509 line card refresh needs to commence no later than 01-Jun-2019 so that all aspects are in place for the End of Life of the current cards in June 2020	5	2	10	The replacement of the line cards is considered as an item in the WAN Refresh and if not covered there will be initiated as a separate project.	12 Apr 2019	5	1	5
11	08 Mar 2019	Networks	There is a risk that the N3 connection will not be replaced by a suitable HSCn connection	5	1	5	The discovery work to replace the existing N3 connection has commenced to ensure delivery of a new solution before the expiration of the N3 connection	12 Apr 2019	5	1	5
12	08 Mar 2019	Networks	There is a risk that BCC does not achieve its PSN accreditation for 2019	5	2	10	Discussions have been held with the PSN Assessor to defer the 2019 assessment until after the roll-out and deployment of Windows 10. Verbal agreement has been gained - written confirmation is required	12 Apr 2019	5	1	5
13	08 Mar 2019	Networks	There is a risk that the implementation of the new Corporate Firewall does not take place smoothly	5	1	5	Full planning for Firewall implementation with a back-out measure has been constructed for the scheduled implementation on 14-Apr-2019	12 Apr 2019	5	1	5
14	08 Mar 2019	Networks	There is a risk that a suitable WAN provider will not be identified in the WAN RFP exercise	5	2	10	The requirements and bidding has been fully explained to all suppliers and the period for bid return has been extended from 4 weeks to 6 weeks to allow for more complete and better structured returns.	12 Apr 2019	5	1	5
15	08 Mar 2019	Security	There is a risk that the Council is exposed to Phishing attacks without suitable mitigations and education being in place	5	3	15	Phishing assessment is planned along with education for the workforce so that a phishing attack can be recognised and neutralised before it impacts the Council	12 Apr 2019	5	1	5
16	08 Mar 2019	Security	There is a risk that the Council does not address the findings of the 2018 LGA/RAND assessment	5	1	5	A security strategy and approach to tackling the issues identified is under construction	12 Apr 2019	4	1	4