

Appendix 2

Appendix 2: Risk Register

Title	Risk description	Opp/ threat	Cause	Consequence	Date Raised	Owner	Gros Curren Resid						Comments	Controls				
							I	P	I	P	I	P		Control description	Due date	Status	Progress %	Action Owner
Revenues and Benefits System	Inadequate project management may result in project failure and no contingency or disaster recovery position.	T	Lack of expertise in delivering similar projects	Project fails/runs over time	17/7/20		4	1	2	1	2	1		The Council will use external experts from the supplier to provide assistance during Implementation. This will help to mitigate and manage any risk in order to ensure the project is delivered on time, within budget and with a full benefit realisation plan.	tbc	Green	0	Project Manager
Revenues and Benefits System	The final solution (as designed, built, tested and deployed) fails to meet the business needs and/or user requirements or expectations.	T	Lack of clarity in the specification	System does not deliver expected benefits	17/7/20		2	1	2	1	1	1		All issues and risks will be managed throughout the project and an issues and risk log will be kept. Regular meetings will take place to review the log and remedial action put in place where necessary.	tbc	Green	0	Project Manager
Revenues and Benefits System	The Council fails to adequately resource or commit to the project and its associated change process.	T	Estimated costs are inaccurate	More funding is required to complete the project	17/7/20		3	1	3	1	1	1		The Council agrees a contingency budget to allow for any unforeseen additional costs	tbc	Green	0	Project Manager
Revenues and Benefits System	Council resources cannot adequately support the implemented solution.	T	Too many other projects/work commitments	Lack of knowledge/expertise to run the new system leads to failure to deliver the service	17/7/20		3	1	3	1	1	1		The Council will use external experts from the supplier to provide assistance during Implementation. This will help to mitigate and manage any risk in order to ensure the project is delivered on time, within budget and with a full benefit realisation plan.	tbc	Green	0	Project Manager
Revenues and Benefits System	Barriers to change from staff members. Implementation of a new system will require retraining in system navigation.	T	Culture of inability to change processes	Staff rebel and don't participate in developing new ways of working	17/7/20		2	1	2	1	1	1		The service will expect to attend user groups once the contract is agreed, and will be able to utilise other user's experience to ensure the system delivers.	tbc	Green	0	Project Manager
Revenues and Benefits System	The project fails to realise the expected benefits both quantitative and qualitative.	T	Poor Project Management	Savings won't be made	17/7/20		3	1	3	1	2	1		The Council will use external experts from the supplier to provide assistance during Implementation. This will help to mitigate and manage any risk in order to ensure the project is delivered on time, within budget and with a full benefit realisation plan.	tbc	Green	0	Project Manager

Revenues and Benefits System	The project does not run to time.	T	Lack of commitment/ issues that have not been anticipated	Other projects may be forced to slip	17/7/20		4	2	3	1	1	1		The Council will use external experts from the supplier to provide assistance during Implementation. This will help to mitigate and manage any risk in order to ensure the project is delivered on time, within budget and with a full benefit realisation plan.	tbc	Green	0	Project Manager
Revenues and Benefits System	Business as usual suffers if officers are devoting their time to the project.	T	Lack of project resource	Backlogs of work are created which can cause issues with morale, and also cost the Council in lost subsidy income	17/7/20		4	2	4	2	2	1		The project requests additional resource to assist with backfilling.	tbc	Green	0	Project Manager
Revenues and Benefits System	If the system is not properly tested there is a risk of Housing Benefit, Council Tax Reduction, Business Rates or Council Tax being incorrectly calculated and financially impacting the Council, local residents and businesses. The system produces information which feeds into statutory returns to government regarding Council Tax Support, Housing Benefit, Business Rates and Council Tax. If information from the new system is not accurate and reliable there is a risk of lost income from central	T	Test sets not developed. Staff not given time away to test and learn.	Reputational damage if bills etc. are incorrect	17/7/20		4	1	3	1	2	1		Many of the risks will be mitigated by system testing, project management reporting and the completion of Gateway Reviews at key decision points throughout the implementation	tbc	Green	0	Project Manager