

Appendix 1

Appendix 1: Risk Register

Title	Risk description	Opp/ threat	Cause	Consequence	Date Raised	Owner	Risk Rating						Controls		
							Gross		Current		Residual		Control description	Due date	Action Owner
							I	P	I	P	I	P			
Supplier performance	Supplier does not provide sufficient capacity to support go-live.	Threat	Changing OCC timeline overlapping with other client commitments.	Missed milestones leading ultimately to delayed go-live.	09/12/2020	Project Board	2	3	2	3	2	2	Supplier resource availability confirmed by Supplier Contract Manager and formally booked in supplier resource plan.	Ongoing	Dave Shaw
Colleague absence	Reduced availability of key resources due to absence.	Threat	Sickness over the winter period.	Missed milestones leading ultimately to delayed go-live.	09/12/2020	Project Board	2	3	2	3	1	2	Front-load activity as much as possible. Identify single points of reliance and introduce contingency by skilling up additional team members. Build in time contingency.	Ongoing	Project Team Service Reps.
Colleague capacity	Constraints on availability of key resources to the project.	Threat	Year-end preparations, other business as usual commitments, demands on time from other projects.	Missed milestones leading ultimately to delayed go-live.	09/12/2020	Project Board	2	3	2	3	2	1	Task-based forward plan with accompanying resource profile signed off by functional lead. Rolling 6 week resource needs update.	Ongoing.	Suzanne White
Software issues	Major issues are discovered during final stages of testing.	Threat	Late testing of remaining elements increases risk that major issues will be found.	Unable to achieve testing sign-off within planned period, ultimately impacting project end date.	09/12/2020	Dave Shaw	2	3	2	3	1	2	Agree testing plan and issue categorisation approach to distinguish between minor and major issues. Close monitoring of test plan progress and early adjustment of plan if required, to minimise timeline impact.	Ongoing.	Dave Shaw & Suzanne White
Budget	Budget is insufficient to cover remaining costs for the project delivery.	Threat	Under-estimation of remaining consultancy or other third party resource needs.	Overspending or de-scoping of requirements.	09/12/2020	Project Board	2	3	2	3	1	2	Clear prioritisation of requirements so that all must-haves for the phase are delivered. Defer lower priority requirements to later phase.	31/01/2021	Dave Shaw & Suzanne White

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