

Risk Register
HR and Payroll System Procurement
As at: 9 January 2026

Ref	Risk Title	Risk Description	Risk Cause	Risk Consequence	Name of Risk Owner	Gross			Current			Target			Risk Control/Mitigation Description	Risk Control Date Due	Progress on Risk Control/Mitigation	Action Owner
						P	I	Score	P	I	Score	P	I	Score				
HRP_001	Data Security	Current provider has access to sensitive, personal information and this will be shared with new supplier.	Nature of contract means sensitive, personal information will be shared with the incoming provider.	Loss or breach of personal, sensitive information	Gail Mallin	3	4	12	3	4	12	1	4	4	Seek advice from Information Governance Team on risk management. Complete DPIA. Complete Data Sharing Agreement. Implement secure transfer protocols. Configure Role Based Access control (RBAC). Seek data security assurances through tender.		DPIA completed.	Steph Nichols
HRP_002	Budget	Budget for implementation and ongoing spend not yet confirmed	Capital bid for 2026-27 has not been approved at time of writing Cabinet report	Failure to obtain budget approval will prevent procurement from proceeding due to insufficient funding.	Gail Mallin	3	4	12	2	4	8	1	3	3	Discuss further bid requirements with Finance and jointly prepare capital bid		Capital bid 2026-27 discussed with Finance	Steph Nichols, Andrew Fryer
HRP_003	Resource	Resource requirements of tender process are high	Amount of work required to complete the specification and tender process, and capacity of teams due to ongoing work commitments, LGR and other system implementations	Sufficient time is not given to project; project delayed or procurement not robust	Gail Mallin	4	3	12	3	3	9	1	3	3	Build time contingency into tender process. Regular review of progress and resource requirements at Organisational Change Board and with Sponsor.	Ongoing	Timeline of procurement and implementation adjusted to account for other system procurements and LGR decision dates	Gail Mallin
HRP_004	Incumbent Performance	Once contract end notice is served, risk that incumbent provider will halt any further system updates and not respond to help requests	The supplier (Midland) are no longer developing or supporting this legacy product	ITrent system is not updated, issues are not resolved	Gail Mallin	3	3	9	3	3	9	2	2	2	Closely monitor and manage current contract, involving Legal Services if necessary. Minute regular review meetings. Agree handover plan with Midland.		Discussions held with Midland on handover process.	Steph Nichols
HRP_005	Incumbent Development	Risk of decline in development of and updates to selected system	Over the course of the current contract the development and updates to the current system has declined. Risk of repeat in new contract	Service delivery affected and benefits of technology not fully exploited	Gail Mallin	3	3	9	3	3	9	2	2	2	Ensure specification and contract for new system defines ongoing expectations and requirements. Ensure Terms & Conditions mitigate for this.	31/7/26		Justin Ziys, Steph Nichols
HRP_006	Local Government Reorganisation	Uncertainty over contractual arrangements - provision likely to be duplicated by other councils.	Local Government Reorganisation timetable overlaps with procurement and implementation timeline	Additional costs to new authorities and/or wasted use of OCC resources	Gail Mallin	4	4	16	4	4	16	4	2	2	Decision on LGR is due before contract award. Build options into tender process. Request contract details from other LAs.	31/7/26	High level contract details obtained from other LAs. Timeline adjusted to award contract after LGR decision	Gail Mallin
HRP_007	Team Consistency	Risk of personnel changes among project team and stakeholders	Long term project	Loss of information, knowledge, pace and focus on delivery	Gail Mallin	4	3	12	4	2	8	4	1	1	Sharepoint folders for storing documentation. Ensure seamless handover of information if a project team member leaves, with overlap in attendance at meetings. Share reference numbers of Legal and Procurement documents with Project Team.	Ongoing	Project governance and processes set up.	Steph Nichols
HRP_008	Transition	Transitioning to a new HR and Payroll system before the end of the current ITrent contract (March 2028) may lead to operational disruption, data migration challenges, and reduced service continuity.	Need to run 2 systems in parallel while testing	Disruption to payroll or HR services could affect staff experience, compliance, and organisational performance.	Gail Mallin	3	3	9	3	3	9	2	2	2	Gather detailed requirements and ensure new system aligns with organisational needs. Build in sufficient time for testing, training and phased roll-out. Build contingency time into Project Timelines and plan. Ensure we choose a supplier who offers strong support during the transition period and have clear implementation governance. Align transition timelines with other organisational changes to avoid overlap.	31/10/27	Project plan/timelines reviewed and adjusted.	Steph Nichols
HRP_009	LGR related demand	Supplier capacity and resources may be limited during an extension period due to high demand across the sector from other councils undergoing LGR, potentially affecting service quality and responsiveness.	High demand for system consultancy from other LAs undergoing LGR	Potential delays in issue resolution, slower delivery of updates, and limited capacity for customisation or support could affect operational efficiency.	Gail Mallin	4	3	12	4	3	12	3	2	2	Negotiate clear service level agreements (SLAs) as part of the extension. Maintain regular supplier engagement to monitor capacity and performance. Prioritise critical support needs and plan for internal contingencies.			Shababeth Litynski, Justin Ziys
HRP_010	Integration	The new HR and Payroll system may not integrate successfully with existing Council systems (e.g., finance, reporting, or other HR-related platforms)	Complex and crucial integrations, especially with finance systems	Potential data silos, manual workarounds, and reduced efficiency	Gail Mallin	3	4	12	3	4	12	2	2	2	Engage technical leads early to map integration requirements. Include integration capability as a key criterion in supplier selection. Require suppliers to demonstrate integration with Council systems during procurement. Plan for thorough integration testing before go-live.			Steph Nichols, Victoria Fensome
HRP_011	Data migration quality issues	Data migrated from the legacy system (ITrent) may be incomplete, inaccurate, or corrupted	Quality issues with data in legacy system (ITrent)	payroll errors, compliance issues, or loss of historical records	Gail Mallin	3	3	9	3	3	9	2	2	2	Conduct a detailed data audit and cleansing before migration. Develop and test a robust data migration plan, including reconciliation steps. Schedule parallel runs to validate migrated data against legacy outputs. Assign clear data ownership and accountability.		Discussed with Midland as part of Handover planning.	Nina Hickman
HRP_012	Change management and use adoption	Staff may be resistant to change or insufficiently trained	Insufficient change management/ training, or capacity in teams	Poor adoption of the new system, errors, and reduced productivity	Gail Mallin	3	3	9	3	3	9	2	2	2	Design and adopt a robust change management and engagement plan, focusing on people managers			
HRP_013	Supplier viability and support	The chosen supplier may experience financial instability, changes in ownership, or fail to provide adequate support	Insufficient evidence obtained during procurement process	Impact on system reliability and Council operations	Gail Mallin	2	4	8	2	4	8	1	3	3	Assess supplier financial health and references during procurement. Include robust service level agreements (SLAs) and exit clauses in the contract.	31/7/26		Andrew Fryer, Justin Ziys
HRP_014	Compliance with evolving legislation	The new system may not keep pace with changes in data protection, employment, or payroll legislation	Lack of clarity in contract or ownership	Compliance breaches	Gail Mallin	2	4	8	2	3	6	1	2	2	Include legislative compliance as a mandatory requirement in the procurement specification and contract. Select a supplier with a proven track record of delivering regular updates to meet legal and regulatory changes. Ensure the contract includes obligations for ongoing compliance updates and system maintenance. Establish a monitoring process to review legislative changes and confirm timely system updates. Maintain strong engagement with the supplier and industry networks to anticipate upcoming changes.			Elizabeth Litynski, Justin Ziys
HRP_015	ODS collaboration	If collaboration with Oxford Direct Services (ODS) is inconsistent, system requirements may not be met for all users, or project scope may need to change late in the process.	Inconsistent collaboration with ODS	System requirements not met for all users, or delays in project	Gail Mallin	3	3	9	2	3	6	1	2	2	Maintain regular engagement with ODS stakeholders. Document and agree requirements early. Include flexibility in system design to accommodate ODS needs		ODS represented on project team	Steph Nichols, Stevie-Ann Bedwell
HRP_016	Testing	Insufficient system or user acceptance testing before Go-Live	Lack of capacity or planning and communication insufficient	Undetected issues at launch	Gail Mallin	3	3	9	3	3	9	2	1	1	Develop system testing and user acceptance testing plans well in advance. Require suppliers to provide guidance and templates for testing. Communicate with stakeholders in advance			Nina Hickman, Vicky Fensome
HRP_017	Finance resource for payroll integration	Finance resource will be required for design and implementation of payroll integration and testing, over period that includes Year End. There is a risk that implementation will be delayed if integrations to Agresso cannot be implemented and tested at scheduled times.	Lack of capacity in Financial Services	Delays to implementation	Gail Mallin	3	4	12	3	4	12	2	2	2	Advance planning of Finance resources and input. Finance team representation on project team/ board.		Finance team representative has joined Project Board	Steph Nichols
HRP_018	LGR dependency - Go/No-go decision	The HR & Payroll system procurement is contingent on the outcome of the Local Government Reorganisation (LGR) decision.	If the LGR decision does not result in three unitary authorities (3UA), the procurement will need to be halted.	Financial and resource waste if procurement activities proceed and are later abandoned; potential reputational impact.	Gail Mallin	4	5	20	3	4	12	2	3	3	Limit spend prior to LGR decision to essential preparatory activities; include contractual safeguards (break clause); formal go/no-go decision point post-LGR outcome.			
HRP_019	Delay in LGR Decision	The LGR decision may be delayed beyond summer 2026, compressing the timeline for procurement and implementation.	External factors affecting the LGR process and decision-making timelines.	Increased risk of non-compliance and operational disruption due to insufficient time to complete procurement and implementation before April 2026.	Gail Mallin	3	4	12	2	3	6	1	2	2	Begin preparatory work early to maintain readiness; phased procurement approach; maintain flexibility in project plan to accelerate post-decision.			
HRP_020								0			0							

THE RISK REGISTER IS FORMATTED AS A TABLE. PRESS TAB ON THE LAST TABLE CELL TO INSERT A NEW ROW.

Description of the headings within the risk log

The risk description should have the following elements:

- **Title** – a short and clear name for risk
- **Description** - expanding on the risk title, outline the situation or event that exposes the Council to risk.
- **Cause** – identifying the root causes or contributing factors
- **Consequence** – The likely outcomes and consequences if the risk materialises
- **Name of risk owner** – The name of the person who has responsibility for the risk
- **Risk control/mitigations** – How the Council is choosing to respond to the risk. What is it doing or what will it do, to reduce the risk so that it is within the Council's risk appetite?
- **Risk control/mitigation due date** – The date by which the risk control will be in place
- **Progress on risk control/mitigation** – A description of the progress that has been made in implementing the risk control/mitigation
- **Action owner** – The person who is responsible for implementing the risk control/mitigation

Risk Appetite

The Council's risk appetite is the amount of risk that it is willing to take to achieve its priorities, provide services as planned and deliver its statutory services. When considering risk staff must take into account the Council's appetite for risk which differs according to the type of risk. How low, medium and high are defined is shown at the bottom of the page.

Risk appetites across the Council's activities and risk categories

- **Strategic**

Where the council needs to innovate to make transformative change happen so that it can achieve its 2024 to 2028 priorities, the council will accept a medium risk appetite. Examples of this might be housing development and climate change initiatives where projects might be supported that are innovative, have a degree of uncertainty but are aligned with the Council's priorities.

- **Economic, finance and markets**

It is a legal requirement for the Council to set a balanced budget. The Council operates against a challenging economic and financial backdrop in which it only knows what resources it will have for one year at a time. It has finite financial reserves and must be sustainable in the long term. These will be considered by the Group Finance Director on an annual basis, but in the context of a medium risk appetite. Where there is the possibility of investing to achieve a priority through development or economic growth, the risk appetite will tend towards medium risk, whilst maintaining rigorous oversight of delivery.

- **Customers and Citizens - Providing services as planned and delivering statutory duties**

For core services that are delivered to vulnerable people the Council will have low-risk appetite to avoid a failure in service delivery that might harm vulnerable people.

- **Reputation**

The Council must maintain the trust of citizens and consequently has a low-risk appetite.

- **IT and information**

Information Technology plays a critical role in the delivery of Council services including to the most vulnerable in the city and consequently the Council has low-risk appetite to failure of systems. The Council will prioritise having the correct IT systems, which are dependable and will provide continuity of service, whilst at the same time are secure and provide data confidentiality in order that all GDPR requirements are met. The risk appetite may increase to medium if digital transformation projects are undertaken in line with Council priorities but only after

rigorous risk assessment, with contingency plans for the continuity of service.

- **Legal, regulatory and compliance, both internal and external**

These risks are about ensuring the Council complies with its constitution, policies, regulatory requirements, legal obligations and statutory guidance. The Council will take a risk-based approach where there are decisions which, though they may be in compliance with these areas, could be open to challenge or subject to regulatory action. The Council has a low-risk appetite relating to compliance, ensuring all obligations and requirements upon it are met, whilst taking decisions and delivering its services and functions. However, in relation to the risk of legal challenge (both defending and taking), the Council will have a medium risk appetite. Decisions around regulatory and legal action will be taken in light of many considerations, including priorities, resources, commercial factors, timing, future impact and reputational impact.

- **Organisational, management and people (including health and safety and equalities)**

Organisational and management risk is about the structure, leadership, governance, processes, and culture of the Council. These can undermine the delivery of services, cause inefficiencies and damage the Council's reputation. The Council's risk appetite is low.

People risk concerns staff and includes recruitment and retention, staff engagement, training, health and safety and equalities. Risks include not being able to obtain the right staff or retain them, a lack of engagement and low morale. These can severely impact delivery of services. The risk appetite is low.

The Council is committed to the health and safety of its staff and members of the public, not only because it fulfils its legal responsibilities, but because it has a moral duty not to cause harm. The Council has a low-risk appetite and will have effective health and safety practices that help prevent death, injuries, and illness.

The Council is committed to building a fairer city by ensuring its service investments, and policymaking addresses Oxford's social and financial inequalities. A medium risk appetite is appropriate when the Council is driving positive change.

- **Environmental and sustainability**

The Council will have a low-risk appetite for environmental and sustainability risks that might damage health and wellbeing in the community, and which might result in legal liabilities and fines. This includes areas such as long-term environmental damage like climate change impacts, pollution, and a loss of biodiversity. Laws and regulations must be adhered to. A medium risk appetite is acceptable where environmental and sustainability projects can result in long term benefits to the city through Zero Carbon Oxford.

- **Commercial**

The Council is responsible for spending public funds, providing efficient public services over the long term, and maintaining the trust of the community.

Expenditure with some commercial aspects will be made that can provide a return on investment so that these resources can be used to help it achieve its priorities deliver services as planned and meet its statutory duties. However, the investments should align with the priorities of the Council, be medium risk, and focus on stable returns.

- **Political**

Political risk is about change, instability or disagreements that can make delivery of the Council's priorities more difficult. This may include changes in national leadership priorities and resource allocation, shifts in public opinion or outside pressures. Generally, the Council's risk appetite is low because unexpected change can impact service delivery, but it may be medium when the pursuit of its priorities requires working within a changing political environment.

- **Partnerships**

Partnerships are important because they enable the Council to access additional resources and expertise that can drive change and innovation leading to the more efficient delivery of priorities and services. Due to the potential benefits, including improved service delivery, whilst delivering efficiencies and savings, the Council will have a medium risk appetite, but the risk must be underpinned by sound governance structures.

- **Technical, operational and infrastructure**

Technical risks are about the adoption of new ways of completing tasks and the reliability of existing methods. The risks include implementing a new way of working and it fails to deliver the expected results. Operational risks arise from the day-to-day activities of the Council and might include process inefficiencies or a failure in supply chains. Infrastructure risks concern the physical assets that the Council needs to deliver its services, such as buildings and utilities. In these areas the Council has a low-risk appetite as it must reliably deliver services to citizens.

Definitions of low, medium and high

Low	The Council is unwilling to expose itself to risks particularly if by doing so there could be significant negative consequences and the possibility of failure. It will minimise its exposure to risk and prioritise certainty, security, adherence to regulations, and prudence. Key aspects of a low-risk appetite are prioritising compliance with laws and regulations, safety, conservative decision making, financial prudence and minimising actions that could lead to adverse impacts on citizens.
Medium	The Council will take considered risks when they help it successfully deliver the Council Strategy 2024 to 2028, provide the services identified in its business plans and deliver its statutory duties, but it will only do so after it has given the matter careful consideration through risk assessment, and there are plans in place to implement risk controls. The Council is open to opportunities that could lead to improved public services, and it may allocate resources to higher risk projects if they align with 2024 to 2028 priorities. The Council is willing to take these risks when the potential rewards align with its priorities and risks can be managed.
High	The Council is willing to take on significant risks to achieve

high	The Council is willing to take on significant risks to achieve ambitious goals, drive innovation or deliver transformative projects where there is uncertainty about the outcome, including the possibility of failure. It is characterised by bold decision making and innovative approaches to the delivery of public services with the goal of delivering significant improvement.
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Risk Scoring

Once risks have been identified, the risk matrix serves as the primary tool for prioritisation. It enables the Council to determine which risks are most significant and therefore require greater attention and resources. The matrix also provides a consistent framework for comparing

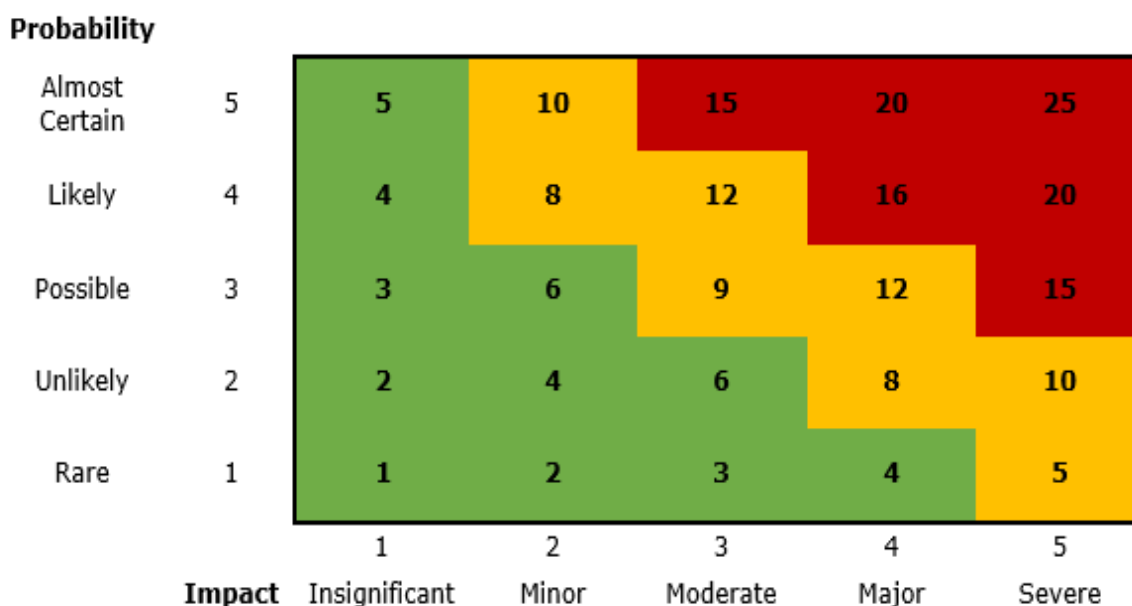
Each risk should be analysed using a five by five matrix for (1) the probability it will happen and (2) the impact if it did occur. This assessment should be made on three different basis:

- Gross risk – risk level if existing key controls and mitigations were not in place or not
- Current risk – risk level after existing controls and mitigations are taken into consideration.
- Target risk – anticipated risk level, within the Council's risk appetite, following the introduction of planned controls and mitigations.

Assessing gross risk helps the organisation understand its reliance on existing key controls and supports decisions on risk treatment and the appropriate target risk level. A useful approach is to first consider the current risk, then ask: what would the impact and likelihood be if those key

It is the risk owner's responsibility to ensure the controls they believe are reducing the risk are effective and are working in practice. Controls that are not yet in place should not be

Each identified risk should then be plotted onto the risk matrix.



When assessing the likelihood of a risk occurring, select a score from 1 to 5 on the risk matrix that best reflects what you think. This rating involves an element of professional judgement, so consider how probable the event is and take into account the following factors:

- Has this event happened before in the Council? (How frequently?) Has this event happened elsewhere? (How frequently?)
- How likely is it that one or more of the causes/ triggers of the event will occur?
- Has anything happened recently that makes the event more or less likely to occur?

The following tables provide some support in quantifying the risk in terms of probability and

Risk Probability Assessment Criteria

Risk Probability Assessment Criteria

Scale	Description	Probability of Occurrence	Description
1	Unlikely	0 to 19%	The event may occur in certain circumstances
2	Probably not	20% to 39%	The event will probably not occur
3	Possible	40% to 59%	The event may occur
4	Likely	60% to 79%	The event is likely to happen
5	Highly likely	80% to 100%	The event is highly <u>likely</u> to happen



When you select the impact you should give consideration to the factors outlined in the risk matrix. For example, if the risk you are scoring has a low financial impact but a high impact on our reputation then you would select the most appropriate number between 1 and 5 that relates to the level of reputational impact. Once again, this score will have an element of

Risk Impact Assessment Criteria

Risk Impact Assessment Criteria

	Insignificant	Minor	Moderate	Major	Severe
Strategic	Little or no impact on the delivery of the organisation's priorities	May have a minor <u>impact</u> on the delivery of the organisation's priorities	Would impact the delivery of the organisation's priorities	Would require a significant shift from <u>current</u> strategy to enable the Council to achieve its priorities	Would require fundamental strategy and Failure to achieve its priorities to 2028 or beyond
Economic, Financial & Markets	Minor financial impact <£50k per annum	Financial impact contained within the service area £50k - £250k per annum	Budget adjusted across service areas £250k - £500k per annum	Some corporate budget realignment £500k - £750k per annum	Significant budget realignment >£750K per annum
Customers & Citizens	No impact to service quality, limited disruption to operations	Minor impact to service quality, minor service standards are not met, <u>short term</u> disruption to operations	Significant fall in service quality and standards	Major impact to <u>service</u> quality, multiple service standards are not met, <u>long term</u> disruption to operations	Catastrophic service quality standards not met, <u>long term</u> catastrophic disruption to operations
Reputation	local complaints that do not attract adverse publicity	Adverse publicity locally and regionally on social media	Adverse publicity locally and regionally in mainstream media	Adverse <u>UK wide</u> publicity	Prolonged perception of adverse publicity

IT & Information	Minimal impact on the Council's infrastructure, information management and service delivery	Brief disruptions and inconvenience, but no long-term consequences	Moderate IT and information risks that cause noticeable disruptions or delays in services. They may affect a specific group of users	Significant disruption to the delivery of services or financial loss, including fines. Large sections of the Council's operations impacted	Catastrophes have wide consequences that threaten the ability to function
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	Insignificant	Minor	Moderate	Major	Severe
Legal, Regulatory & Compliance	Breaches of local procedures or standards Unlikely to cause litigation	Breach of statutory regulations or standards Litigation possible	Breach of a major statutory duty or internal regulations leading to disciplinary action Litigation to be expected	Significant breach of external regulations leading to intervention, sanctions, or fines Litigation almost certain and difficult to defend	Major breach of statutory duty or internal regulations leading to suspension or discontinuation of business or breach of punishable law Litigation almost certain and difficult to defend
Organisational, Management and People, including Health and Safety and equalities	Minor issues within teams with no major impacts on service delivery Minor injury Minimal impact on the Council's ability to promote equality and diversity	Difficulties that cause short lived disruptions or inefficiencies. Less serious injury causing one-month recovery Minor equalities risks that cause brief disruptions or dissatisfaction, but no long-term harm to service delivery	Noticeable disruption and delays to operations requiring significant effort to resolve Serious injury to a person causing a six-month recovery An impact on certain groups or services, with operational inefficiencies and complaints	Significant disruption and inefficiencies that affect the Council's ability to deliver a service or priority Death or life changing injury to a person Equalities risks that significantly affect the delivery of services or reputation	Disruption to the Council's ability to operate. Large scale disruption to service delivery. A major breach of statutory duty or internal regulations leading to suspension or discontinuation of business or breach of punishable law Death or life changing injury to a person A systemic failure that significantly affects the Council's ability to uphold equality, fairness and protect a protected group.

	Insignificant	Minor	Moderate	Major	Severe
Environmental & Sustainability	Environmental impact that disperses within a short time Minor delays in implementing sustainability initiatives	Environmental impact that is contained and rectified easily Small disruptions or inefficiencies but no long-term impact on sustainability strategy or service delivery	Environmental impact on a small area or a wider area with limited damage Noticeable delays or inefficiencies in the delivery of sustainability projects	Persistent environmental damage The Council's ability to meet its sustainability goals are undermined and key targets are missed leading to regulatory consequences	Large scale environmental damage A complete failure to meet sustainability obligations resulting in legal action and a long term impact on the Council's reputation
	Negligible impact	Small financial losses	May cause disruption	A significant financial loss	Large scale financial loss

Commercial	negligible impact on the Council's operations, finances, or reputation	with manageable consequences. No critical services or strategic priorities are affected	but does not cause long term harm to the Council's reputation or ability to meet its budget	disruption to the Council's operations, financial position and a long-term impact on reputation	large scale with the po result in th issuing a S notice
Political	Small scale political disagreements that do not affect decision making or lead to reputational damage	Minor disruption or reputational damage but can be managed without a significant impact on the Council's ability to perform its duties	Noticeable disruption or delays in Council decisions and reputational damage	A significant disruption to the Council's ability to operate effectively and deliver its priorities due to political conflict, public protest, or a shift in political power	A severe e threatens t or legitima Council. Lo instability i irreparable reputation
Partnerships	Issues arising from the partnership are managed and have	Some inconvenience but no long-term impact on the	More significant disruption to operations and financial position but	Significantly disrupts Council services and financial stability. There are delays to	There is a Council's a function ef

	Insignificant	Minor	Moderate	Major	S
	no significant impact	Council's priorities and services	they can be managed with appropriate resources. Active intervention required	the delivery of services and a loss of reputation	core servic delivered
Technical, Operational & Infrastructure	Little impact on the Council's functions. Any problems are minor and easily addressed	Minor issues that cause short disruptions or inconvenience. No long-term effects and resolved quickly	There are more significant disruptions or delays. Service delivery may be impacted but can be resolved with additional resource	A significant disruption to Council operations affecting key services and causing substantial delays, financial loss and inconvenience to the public	The Council continue fi threatened long-lasting financial lo safety con

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