

## Joint Property Vehicle (JPV)

## Project Risk Log

**Risk: a set of events that, should they occur, will have an affect on the project. Risks can be a threat or an opportunity. Opportunities should be included as their successful management could increase the benefits of the project**

**RISKS LOG**

Project : Joint Property Veicle (JPV)

Programme Manager: Jim Stobie

Risk Ref.	Date Raised	Raised By	Risk Description	Consequences	When is this likely to happen	Current Position			Control measures	Progress	Risk Owner	Date Closed
						Likelihood	Impact	Matrix RAG Status				
DECISION STAGE (FBC to final partner decision)												
DS1	20/10/14	PIT	Insufficient level of detail in the FBC/ further information needed to support decision making	The proposed decision making cycles are missed due to further work being required. Therefore decision on JPV is delayed.	October - December 2014			green	Extensive workgroup involvement in all FBC recommendations from across all partners. These workgroups reporting to their RSG and SSG reps about progress made.Regular Highlight Reports, RSG and SSG meetings to keep partners informed of progress.	Eleven workgroups supportign the Project Team develop the FBC	SSG	
DS2	20/10/14	PIT	Resource avaiability to support workgroups during decision making stage	Workgroups need to contunue in order to complete tasks required for JPV formation. Delay in this work would delay Go-Live	October 2014 - March 2015			Red	E-mail contact with workgroup members so that those unable to attend can keep in touch. One-to-one sessions with individuals when necessary to get critical infromation. Ensure RSG are aware of the impact that lack of resources would have on the Implementation programme.	Renued discussions about resourcing implementation programme with RSG	RSG	
DS3	20/10/14	PIT	Communication cascade being inconsistent, information miscommunicated or lack of communication within individual partners	Staff moral lowered, difficulty securing required workgroup commitment, lack of wider support within each partner organisation	October 2014 - March 2015			Red	JPV communication plan coordinating partner communications. Partners using the Proect Team to support any briefings and provide material so that the most current/relvant messages are going out.	Communication plan signed off by SSG. PIT members attending briefings when requested.		
DS4	20/10/14	PIT	Distraction of Project Team and and others supporting the JPV into promoting the JPV or sharing 'lessons learned' etc	Delay of JPV delivery programme	October 2014 - March 2015			Amber	Requests will be noted and those enquiring will be informed about timescales for JPV delivery. Where requests can be accommodated without significant impact on the programme they will be considered but otherwise requests will be defered until post Go-Live.	Requests have been noted		
DS5	20/10/14	PIT	VAT Exemption needs to be confirmed.	Impact upon savings if achieved for Partners if the JPV has to pay VAT. Will need to reevaluate the Business Case	October - November 2014			Amber	Legal advice has been sought and will be resolved as soon as possible			
DS6	20/10/14	PIT	Benefits of JPV not as strong in areas where only one or two partners are present (eg Shropshire and Warwickshire)	May impact the decision making of those partner who do hold a presence in those areas.				Amber	Further work with these partners to idnetify what these benefits are. Begin buildign realtionships with other key partners in those areas (includign Central Government)	connections already made benefits will continue to be explored		
DS7	20/10/14	PIT	Union raising concerns with JPV proposal	Early buy in and contribution to process essential to give staff and partners confidnece that Restructure programme can be achieved				Amber	Regular union meetings. Meet with union representatives from all partners.			

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DS8	20/10/14	PIT	Loss of one or more partners during decision making stage	Business Case will need to be re-evaluated for the remaining partners. Savings for remaining partners may be diminished. Delay on final approval of the FBC				red	Contact with each partner to understand what the critical issues may be so that reassurances or resolutions can be sought to satisfy those concerns			
DS9	20/10/14	PIT	Retention of key staff. loss of staff due to uncertainty in lead up decisions being made about the JPV	Key staff leave due to uncertainty, increase in vacant posts prior to transfer to JPV, loss of specialist and sector specific knowledge in the JPV, delay in filling the JPV structure, more in remaining staff, increased or prolonged feelings of uncertainty				Amber	Each partner to maintain regular contact with their staff to keep them informed about JPV progress and answer any concerns. Staff involvement in workgroups increases the number of those with connection to the JPV and boost interest and motivation to be involved going forward. Keep Unions informed of HR programme and related information.	continue workgroup involvement during implementation. Consider wider staff briefings. Communication drafted to staff groups. Briefing of Unions ongoing		
DS10	20/10/14	PIT	Cultural resistance to change	Lack of commitment from partners staff teams to enable successful delivery				Red				
DS11	20/10/14	PIT	Communication between workgroups and SSG	Impact of mis-informed facts can impact on perceptions and commitment				amber				
DS12	20/10/14	PIT	The political landscape could have a bearing on how the JPV is perceived	It could influence a partners decision about whether or not to approve the recommendation to form the JPV				green				
DS13	20/10/14	PIT	Failure to recruit support service in time for Go-Live	May delay go live or require interim arrangements whilst a support service is put in place				green	Programme and key milestones to have support services in place identified. Legal Group consulted on procurement options.			
DS14	20/10/14	PIT	Delay commencing recruitment of Chief Operating Officer (Director)	A small delay putting recruitment around the Christmas period which the HR workgroup advise is a bad time to be recruiting. This may limit the pool applying for this key post. To put the recruitment back further would have implications for the rest of the appointment programme or may mean the Director is not involved in key appointments.				Amber	Programme has been delayed from October advert to November. Impact on the delivery is being assessed and ways to minimise delay being explored	HR workgroup to review		
DS15	20/10/14	PIT	Securing JPV accommodation in order for it to be confirmed as soon as final decision on JPV is made.	Accommodation would not be in place for Go-Live. Interim arrangements would need to be put in place. May impact support services to the JPV (eg IT, communications). Impact on culture change programme and integration of staff if accommodation is not in place.				Amber	Fall-back position to be identified. Consider staff remaining in current locations for a short period, assess impact of this.	discussions ongoing		
DS16	20/10/14	PIT	Partners expressing concerns about or requesting changes to data they provided for FBC	undermines FBC and may require some figures to be recalculated.				Amber	Data supported and validated by workgroups. Workgroups to communicate any concerns with PIT/RSG reps	No outstanding concerns reported to PIT about the data in the FBC		
DS17	20/10/14	PIT	Partners current change programmes impact upon JPV	may impact on scope of services, implementation programme, staff implicated in transfer. Also place extra demands on resources needed for implementing the JPV				Red	SSG and RSG asked to continue to support the implementation programme through the decision making period			
DS18	20/10/14	PIT	Staff moral being low during uncertainty/ decision making period	retention of staff, participation in workgroups				Red	staff communications throughout decision making period. Continuation of workgroups with all partners represented.			

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IMPLEMENTATION PHASE (January - March 2015)												
IP1	20/10/14	PIT	Communication cascade being inconsistent, information miscommunicated or lack of communication within individual partners	Staff moral lowered, difficulty securing required workgroup commitment, lack of wider support within each partner organisation				Red	JPV communication plan coordinating partner communications. Partners using the Project Team to support any briefings and provide material so that the most current/relevant messages are going out. Formal communication regarding TUPE following decision.	Communication plan signed off by SSG. PIT members attending briefings when requested.		
IP2	20/10/14	PIT	Resource availability to support workgroups during Implementation Phase	Workgroups need to continue in order to complete tasks required for JPV formation. Delay in this work would delay Go-Live				Amber	E-mail contact with workgroup members so that those unable to attend can keep in touch. One-to-one sessions with individuals when necessary to get critical information. Ensure RSG are aware of the impact that lack of resources would have on the implementation programme.	As for firm commitment to project teams following decision on FBC		
IP3	20/10/14	PIT	Distraction of Project Team and others supporting the JPV into promoting the JPV or sharing 'lessons learned' etc	Delay of JPV delivery programme				green	Requests will be noted and those enquiring will be informed about timescales for JPV delivery. Where requests can be accommodated without significant impact on the programme they will be considered but otherwise requests will be deferred until post Go-Live.	Requests have been noted		
IP4	20/10/14	PIT	Union consultation	Union staff availability for comprehensive and dynamic demanding restructuring programme				green	Regular union meetings. Meet with union representatives from all partners.			
IP5	20/10/14	PIT	Retention of key staff. loss of staff due to uncertainty about whether they will secure a job in the JPV	Key staff leave due to uncertainty, loss of specialist and sector specific knowledge in the JPV, delay in filling the JPV structure, moral in remaining staff, increased or prolonged feelings of uncertainty				Amber	Each partner to maintain regular contact with their staff to keep them informed about JPV progress and answer any concerns. Staff involvement in workgroups increases the number of those with connection to the JPV and boost interest and motivation to be involved goign forward. Keep Unions informed of HR programme and related information.	continue workgroup involvement during implementation. Consider wider staff briefings. Communication drafted to staff groups. Briefing of Unions ongoing		
IP6	20/10/14	PIT	Culture change programme not having sufficient impact upon the culture moving into JPV	Old practices persist and the JPV struggles to make the changes it needs to transform services and make savings				Amber	Use consultant support to develop and implement a robust culture change programme commencing during the Implementation Phase.	Consultnt already involved in early discussions		
IP7	20/10/14	PIT	Delay recruiting of Chief Operating Officer (Director)	A delay in commencing the recruitment would have a delay in the Director being in post. This would either delay other elements of the programme (such as recruitment of SMT) or not allow the Director to influence key aspects of the Operating Model.				Amber	Review all options with HR workgroup			
IP8	20/10/14	PIT	Delay commencing recruitment of Management Team	Knock on delay in the HR programme for appointment of staff to the JPV Operational Model. Could delay formal launch of JPV and will impact on staff moral during uncertainty.				Amber	Review all options with HR workgroup			

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IP9	20/10/14	PIT	Staff transfer challenges/ appeals	Knock on delay in the HR programme for appointment of staff to the JPV Operational Model. Could delay formal launch of JPV and will impact on staff moral during uncertainty.				Red	Robust assessment process in place to minimise risk of challenge. Consultation with Union throughout Implementation Phase.			
IP10	20/10/14	PIT	Securing JPV accommodation in order for leases and other agreements to be made during Implementation Phase	Accommodation would not be in place for Go-Live. Interim arrangements would need to be put in place. May impact support services to the JPV (eg IT, communications). Impact on culture change programme and integration of staff if accommodation is not in place.				Amber	Fall-back position to be identified. Consider staff remaining in current locations for a short period, assess impact of this.	discussions ongoing		
IP11	20/10/14	PIT	IT infrastructure orders delayed due to lack of confirmed accommodation	Delay getting JPV infrastructure in place for Go-Live.				Red	Fall-back position to be identified. Consider staff remaining in current locations for a short period, assess impact of this.	discussions ongoing		
IP12	20/10/14	PIT	Data transfer not completed and tested by partners prior to Go-Live	JPV may have to operate duplicate systems for a time whilst transfer and testing is completed. May impact upon speed and quality of service during this period (eg Helpdesk queries).				Red	Support Service have identified ways to mitigate this risk including doing parallel data runs so that information is not lost.	Ensure these recommendations are incorporated into the programme		
IP13	20/10/14	PIT	Partners current change programmes impact upon JPV	may impact on scope of services, implementation programme, staff implicated in transfer. Also place extra demands on resources needed for implementation of the JPV				Amber	SSG and RSG asked to continue to support the implementation programme through the decision making period			
IP14	20/10/14	PIT	Staff moral being low during Implementation Phase due to uncertainty about jobs and roles or uncertainty about the future	retention of staff, participation in workgroups, embedding the required culture change				Red	Ensure staff are kept informed and have opportunity to ask questions			
IP15	20/10/14	PIT	Poor leadership of teams within individual partners during the Implementation Phase	poor staff moral, poor communication, too many demands on resources, not possible to make culture change prior to staff transfer				Red	RSG to be supported by the Communication Group and PIT during this critical time			
POST GO-LIVE (from 1st April 2015)												
GL1	20/10/14	PIT	Retention of key staff at early stages of JPV	loss of specialist and sector specific knowledge in the JPV, delay in filling the JPV structure, morale in remaining staff, increased or prolonged feelings of uncertainty				Green	Regular staff communication and Q&A sessions. Involvement of all staff in the culture change programme.			
GL2	20/10/14	PIT	Delivery of culture change programme	difficulty implementing new ways of working, customer service excellence etc, inability to transform services, unable to embed changes - ultimate impact on service delivery and savings				Green	Culture Change programme to be made an early priority of the JPV and implementation of the programme to commence prior to Go-Live.			
GL3	20/10/14	PIT	Staff transfer challenges/ appeals	Knock on delay in the HR programme for appointment of staff to the JPV Operational Model. Could delay formal launch of JPV and will impact on staff moral during uncertainty.				Amber	Robust assessment process in place to minimise risk of challenge. Consultation with Union throughout Implementation Phase.			
GL4	20/10/14	PIT	Management team not in post by Q1 2015/16	Knock on delay in the HR programme for appointment of staff to the JPV Operational Model. Could delay formal launch of JPV and will impact on staff moral during uncertainty.				Red	Establish a HR/Change group to lead this work.			

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GL5	20/10/14	PIT	move i-Prop host from WCC to JPV causing downtime or data loss	unavailability of data impacting on service delivery, helpdesk speed of response, providing building information when required, invoicing delays, Locality Review programme				green	Support Service have identified ways to mitigate this risk including doing parallel data runs so that information is not lost.			
GL6	20/10/14	PIT	Savings targets not met	insufficient funds in JPV, unplanned cuts being made which impact on service, partners expressing wish to leave JPV after lock-in period				Amber	Ensure robust Implementation and Transition Phase plans are in place to put in place Target Operating Model as quickly as possible. Ensure the future operating model structure sits within the identified cost envelope.			
GL7	20/10/14	PIT	Delivery of HR programme not to schedule/ delayed	delay filling JPV structure therefore delay to implementing the Target Operating Model and any service changes. May delay fromal launch of JPV				amber	Establish a HR/Change group to lead this work.			
GL8	20/10/14	PIT	Partner concerned about commitment for lock-in period	risk unsettling JPV during early operation and before it has had chance to reach steady state.				Amber	A 3 year lock in period gives confidence to partners and JPV staff that commitment exists to make success of project accepting that it may take up to 3 years to reach steady state to maximise benefits.			
GL9	20/10/14	PIT	Perception of a drop in service delivery	poor view of partners to JPV, moral of JPV staff, challenges at JPV Board between partenrs and JPV Management Team, lack of confidence from partners in the JPVs ability to deliver transformation leadign to lack of buy-in/commitment to that transformation				green	Ensure robust plans are in place to maintain service delivery durign transition phase and whilst implementing the new operating model. Monitoring of service levels throughout tranisition phase. Regular communication with partners.			
GL10	20/10/14	PIT	Service failiure	JPV unable to meet service commitments. Possible risk to partner service delivery. JPV reputation failiue. Lack of confidence from partners in the JPVs ability to deliver transformation leadign to lack of buy-in/commitment to that transformation				Amber	Ensure robust plans are in place to maintain service delivery durign transition phase and whilst implementing the new operating model. Monitoring of service levels throughout tranisition phase. Regular communication with partners.			
GL11	20/10/14	PIT	Service improvement	service improves considerably under JPV, enhanced reputation for JPV, confidence of partners in the JPV leading further transformation				green	Ensure robust plans are in place to maintain service delivery durign transition phase and whilst implementing the new operating model. Monitoring of service levels throughout tranisition phase. Regular communication with partners.			

## Risk Matrix

The Risk Matrix helps you to assess the relative priority of a risk. This is based upon the impact of the risk should it occur, and the likelihood of it occurring. Once you have decided on the Impact and Likelihood use the matrix to give you an overall Red/Amber/Green (RAG) status. These need to be entered into the Risk Log.

As a mitigation is put in place the impact and probability may have altered in which case the RAG status needs to be update in the Risk Log. Any changes to the Risk Log must be recorded in the Risk Log Change Report on the next tab.

### Impact categories defined:

Negligible	Substantial	Critical	Extreme
Minimal time overrun, impact within agreed time parameters	Will impact upon the delivery of this part of the project within agreed time parameters	Will impact upon the delivery of other parts of the project within agreed time parameters	Will impact upon the completion of the project within agreed time parameters
Minimal impact on cost, impact within agreed budget parameters	May need to make changes to the spending to keep costs within agreed parameters	Will mean costs exceed agreed parameters for this stage of the project and may need to use contingency budget	Will mean costs exceed agreed parameters for the project and will need to use contingency budget
Minimal impact upon quality	Impact upon the quality of a limited part of the project	Impact upon the quality of a number of areas of the project	Quality will not meet expectations resulting in impact upon the outcomes and benefits of the project
Minor adverse publicity in local media	Significant adverse publicity in local media	Significant adverse publicity in national media	Sustained adverse publicity in national media and board/member dissatisfaction
Localised staff dissatisfaction	Staff/ management dissatisfaction on broader basis	Dissatisfaction disrupts output	CEO, Board or Member dissatisfaction
Some disruption to service, manageable by altering operational routine	Disruption to service/ a number of operational areas affected in one area	All operational areas of a location affected. Other areas may be compromised	Total system/ service dysfunction. Shut down of operations.

		Impact			
		Extreme	Critical	Substantial	Negligible
Probability	Very High	Red	Red	Red	Amber
	High	Red	Red	Amber	Amber
	Medium	Red	Amber	Amber	Green
	Low	Amber	Amber	Amber	Green
	Very Low	Amber	Amber	Green	Green
	Almost Impossible	Amber	Green	Green	Green

### Interpretation of the RAG status

Red	Unacceptable Risk - immediate control/improvement required
Amber	Acceptable Risk - needs close monitoring and cost effective control improvements sought
Green	Acceptable Risk - needs regular review, low cost control improvements sought if possible
Closed	The risk is no longer relevant or the event has passed

More information on risk management can be found in the Corporate Risk Management User Guide at <http://sid:8081/welcome/pep-risk-management>