



## Risk Register

Project Name: *Development of Public Sector Mutual to deliver LD service*

Version: 13

Date: 02/02/14

No	Risk Description	Existing Controls	Probability (P)	Impact (I)	Risk Rating	Risk Owner's	Action(s) to be Taken	Risk Status	Escalated?
1	Financial element of the business case may not be robust.	Comprehensive costing in relation to staff transfer models considered and thorough examination of financial model from ASC and corporate sections	1	5	MEDIUM (4-10)	Andy Rawnsley / Naz Aziz / Tish Butler	Whole short, medium long term financial models to be considered using known issues and an identified reasonable range of assumptions. Model to be rerun to reflect any known changes through next stages	Open	
2	Political appetite for the Social Enterprise.	Executive Member support alongside ongoing engagement with members through working groups and member involvement in the project board	2	5	MEDIUM (4-10)	Paul Broughton / Andy Rawnsley	Continued member engagement as per Engagement Strategy	Open	
3	Lack of staff support	Active engagement of front line staff through Future Matters group, staff meetings, FAQs, 1:1s. Commitment to quality service and to Ts & Cs of staff through TUPE and admitted body status to WYPF. Agreement to undertake poll of staff opinion before proceeding	3	5	HIGH (12-16)	Andy Rawnsley / Neil Morrisroe	Continued staff engagement as per Engagement Strategy	Open	
4	Lack of Customer and Family Carer support	Model designed to protect existing services and to help improve quality to end users	2	3	MEDIUM (4-10)	Andy Rawnsley / Neil Morrisroe / PAsMs	Provide reassurance to end users throughout as per Engagement Strategy	Open	
5	Lack of Trades Unions support	Trades Unions engaged in Project Board and helping to shape positioning of Ts & Cs of non TUPE staff	5	3	HIGH (12-16)	Andy Rawnsley / Neil Morrisroe	Continued engagement with Trades Unions as per Engagement Strategy	Open	
6	Risk transfer: Contract terms and conditions do not adequately consider the transfer of risks between LCC and the developed Mutual.	PPPU, Legal, Audit & Risk, Corporate Finance and CEL all involved in addressing key issues to date alongside SEIF funded consultants for SE. ASC Programme Office support identified for next stage	2	4	MEDIUM (4-10)	Paul Broughton / Andy Rawnsley / PPPU	Project Board to be re-formed to ensure both needs of emerging SE and LCC are independently met through contracting discussions and mobilisation phase	Open	
7	Interface issues between the service and other providers are not identified or accounted for in transfer agreement (e.g. PFI buildings).	Strong relationships had through a range of interdepartmental, multi-disciplinary and cross provider agency meetings.	1	1	LOW (1-3)	Paul Broughton / Andy Rawnsley	Ensure comprehensive stakeholder engagement plan is fully inclusive and in place.	Open	
8	Future VAT requirements may not be properly identified and dealt with/accounted for.	Work undertaken to get the appropriate structure right in order to adequately mitigate against the VAT risk.	2	2	MEDIUM (4-10)	Andy Rawnsley / Naz Aziz / Tish Butler	Tax, Risk & Finance team to continue to develop a viable model.	Open	
9	Future pension requirements may not be identified and dealt with/accounted for.	Actuary assessment has been undertaken and historic losses	2	2	MEDIUM (4-10)	Andy Rawnsley / Andy Mundell / Sarah Brown / Naz Aziz	Actuary assessment to be re-run in transitional period. Close monitoring of Pensions regulation changes to be maintained	Open	
10	A risk of a legal challenge in relation to procurement.	Current developments in EU procurement rules responding to and moving to support Public Sector Staff Led Mutual start ups.	2	5	MEDIUM (4-10)	Andy Rawnsley / PPPU	Work with procurement and legal departments to understand and interpret changes, impact and process of implementation. Link into Cabinet Office Mutual Support programme	Open	
11	The Mutual will have no financial trading history, may make obtaining financial decisions difficult e.g. obtaining credit with suppliers.	LCC & Service working on a five year programme that sees gradual handover of back office functions using a sustainable model.	2	3	MEDIUM (4-10)	Andy Rawnsley / Neil Morrisroe	IBP & financial model to be reviewed regularly to reflect known, anticipated impact in relation to political, economical, social or environmental changes and identify early risk indicators.	Open	
12	The contract does not adequately reflect specific/appropriate cash flow e.g. up-front payments and working capital.	IBP & finance models will have factored in appropriate figures which includes a contingency. There will be a graduated programme of handing over of service.	2	2	MEDIUM (4-10)	Andy Rawnsley / Naz Aziz / Tish Butler	IBP & financial model to be reviewed regularly to reflect known, anticipated impact in relation to political, economical, social or environmental changes.	Open	
13	Lack of project support to deliver the SE transitional arrangements	Successful SEIF bid has provided initial support.	3	5	HIGH (12-16)	Andy Rawnsley	Bid to Cabinet Office Mutual Support Programme	Open	
14	Lack of project support to deliver LCC arrangements through transitional phase of SE development	Project Board established and CEL have provided steer and direction from corporate perspective	3	5	HIGH (12-16)	Paul Broughton / Sukhdev Dosanjh	ASC programme office resources to be made available	Open	
15	The Mutual may experience significant problems and/or failure. Consequently LCC will have to deal with the impact.	Comprehensive IBP includes financial models, risk registers,	1	5	MEDIUM (4-10)	Paul Broughton / Andy Rawnsley	Professional disciplines (Audit, Tax team, Finance & Legal) to scrutinise, challenge IBP & financial models.	Open	
16	The Mutual fails to win new business in the future.	Realistic IBP forecast models developed	2	4	MEDIUM (4-10)	Paul Broughton / Andy Rawnsley	Continue to observe the market, demographics & respond to service user expectations.	Open	