

Risk Description	Probability (H/M/L)	Impact	Impact (H/M/L)	Mitigating action	RAG	Risk Owner	Progress	Date Reviewed	Resolution implemented by	Closed / open
No guarantee of letter of intent from external funders	Medium	Impact on cash flow and sustainability of the set up and sustainability of the new company	High	Relationship management with external funders. Costs can be controlled by management of the expansion - not to take place until the funding is guaranteed.	RED	Project owner	Interest from child care organisations to buy products and services from the NewCo			
Failure to set up the company in strict compliance with legislation and statutory guidance	Low	Non compliance with the Companies Act	High	Follow advice and supprt from Legal services	AMBER	Project owner/manager	Project owner supported by legal services and external support from business advisors			
Problems resulting from staff reorganisation and transfer to community interest company	Medium	Loss of continuity of service. Loss of pension rights	High	1) HR will be fully involved in managing the transfer / secondment process. 2) Internal departments will also be consulted on LGPS management.	AMBER	Project owner	Project owner in discussion with HR			
Project owner becomes unwell an unable to continue pushing forward the project	Low	Loss of continuity of the process	Medium	In the new structure there is capacity to deputise	GREEN	Project Owner	Project Owner has identified a second in command which will help with shifting a load. In terms of governance, the advisory board/exec directors board will be able to input into the running of the newco			
Difficulty in influencing and implementing a new culture for the organisation	Medium	Difficulty to deliver services in line with the new vision	Medium	Service to receive support from corporate core and HR to carry out culture change workshops	AMBER	Project manager	Staff met with Pensions in September. One member of staff to attend Mutuals Leadership Development programme run by the Cabinet Office to ensure a shared vision between staff and to upskill			
Inability for staff to remain resilient and pick up work where needed	Low	Loss of continuity of the launch of a new service.	Medium	Directors and advisory board to be nominated to step in when appropriate	GREEN	Project owner	Staff and project owner to attend Mutuals Development Programme to provide support for transition			
Unable to get advisory board	Medium	Lack of healthy governance structure	Medium	Early identification and meeting with board post approval at October S&R. Session to be facilitated on shared vision for the work	AMBER	Project owner	Project Owner has identified a second in command which will help with shifting a load. In terms of governance, the advisory board/exec directors board will be able to input into the running of the newco			
Failure to manage insurance risk	Medium	Exposure of liability	High	Ensure risk is mitigated for directors	AMBER	Project owner	Project owner to seek advice for insurance going forward			
Insufficient back office support at go live	Medium	Cannot deliver services or will have to buy	High	Unable to get started on day one due to missing equipment etc. Discussions to be had with support leads (project team) about cost of support	GREEN	Project owner/project board	IT to be taken forward LGPS to be frozen for new staff Insurance (external) Payroll (external) Finance (external)			
Failure to win new business	Medium	Service unable to go live	Medium	Reach out to community as soon as possible after committee to ensure that they have maximum time to make any changes following S&R	GREEN	Project owner	Project owner is making connections/networks with people in her field. Of recent, the service manager was asked to link in to people across the borough			
Loss of LBS contract	Medium	Portage unable to be delivered/Portage service to be reviewed and further cuts made	Medium	MOU to be signed	GREEN	Project owner	Council intends to provide contract for NewCo for two years assuming member approval - for the Portage service only. Value of 225K			
Failure to identify service users	High	Unable to carry out business especially Unable to create links with local authorities to link into services	Medium	Early promotion of changes MOU/SLA's to confirm how NewCo will work with other services in the borough (eg health visitors/social workers etc)	GREEN	Project owner/project manager	Information about changes to be shared widely post committee.			

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