

**Risk Log**

Project Title: SmartWorking Programme - Stage C  
 Project Manager: Andrew Richards

Risk Number	Class of Risk	Risk Description	Consequence	Proposed Action	Likelihood (1-5)	Impact (1-5)	Exposure level	Date reviewed	Owner	Escalate	Date Closed
SW-R-C0001	Economic	There is a risk that ITCO cases for all departments this will form a disincentive to implement SmartWorking	Reduced uptake of SmartWorking enablers and therefore reduced benefits of SW across Council departments.	SmartWorking will have a contribution to TCO costs for SmartWorking devices during Stage C. 07/07 - No update 29/10 - <b>Closed</b> - Engagement across departments has been positive due to budgetary challenges facing H&F and also positive feedback from Dept Leads. the online version and objectives for SmartWorking will be communicated as part of the launch and rollout of Stage C.	3	3	9	07.07.10	Andrew Richards	No	29.10.10
SW-R-C0002	Process	There is a risk that the Council's vision and objectives for SmartWorking are unclear and that this will impact the level and type of benefits achieved	The level and types of benefits achieved from SmartWorking will be impacted.	07/07 - Programme will work with the SmartWorking Stakeholder Group to clarify the vision and what it means specifically for departments. 29/10 - SW Maturity model being used to clarify SW objectives at dept level as part of OO	2	3	6	15.04.11	Andrew Richards	No	
SW-R-C0003	Process	There is a risk that local cultural management and staff barriers and challenges to SmartWorking will not be effectively addressed during the Stage C rollout.	The required changes to working practices will not be implemented impacting the level of benefits achieved from the programme.	The Stage C approach is based on change being owned by departments with support from the Corporate team and OD. Department Leads and SWIT teams will form part of the programme team to ensure that an understanding of local issues informs implementation planning and delivery. 28/10, 25/02, 15/04 - No update	3	4	12	15.04.11	Department Leads	No	
SW-R-C0004	Process	There is a risk that it will not be possible to attribute the realisation of benefits to SmartWorking rather than other programmes.	SmartWorking is not recognised for the benefits it has contributed towards, impacting future investment in SW	A Benefits Realisation Strategy for SmartWorking is required and agreement with Corporate Efficiency as to how it will interface to Council-wide benefits realisation. 07/07 - No update 29/10 - Benefits Realisation Strategy approved at Programme Board on 03/09. 25/02 - benefits work underway with reporting to Programme Board planned for coming year.	2	3	6	15.04.11	Andrew Richards	No	
SW-R-C0005	Political	There is a risk that the Council's move to a commissioning model will conflict with the programme and business case assumptions	The level of benefits anticipated in the business case will not be realised as the size and shape of the organisation will have changed. There is also an opportunity for reduced programme costs if the organisation shrinks.	Services undergoing market testing or being outsourced will be treated as out-of-scope in the business case. (Opportunity for lower IT costs through reduced scope will be explored where possible) 29/10, 25/02 - No update 15/04 - <b>Closed</b> as this has not posed an issue for SW	4	2	8	25.02.11	Andrew Richards	No	15.4.11
SW-R-C0006	Economic	There is a risk that it is not possible to realise cashable benefits from the contraction of office space through sub-letting in the current market	Reduced notional accommodation benefits from office space contraction. This may also impact stakeholder buy-in to the need to contract office space. This may impact the ability of the programme to engage departments in SmartWorking (This will not impact the hard savings through building disposals - Barclay House & Cambridge House)	Risk flagged to Sponsoring Group in Stage C business case. Accommodation programme to lead on identifying opportunities for partner organisations (e.g. PCT) to share Council office space. 02/07 - Intention agreed with PCT to move to THX by end Nov '10. Confirmation on decision required through accom governance process.	3	4	12	07.07.10	Maureen McDonald-Khan	No	29.10.10
SW-R-C0007	Process	There is a risk that business as usual support from H&FP, HR and H&S will not be in place during full corporate rollout.	The level of benefits from the programme will be impacted as staff lack the organisational support to adopt the new workstyles. (e.g. H&FP homeworker support processes in place)	HR and H&S policies were developed during Stage A. Work is ongoing with H&FP to develop a Home Worker support SLA for Stage C. Further work includes agreeing support SLA for Openscape. 29/10 - H&FP homeworker support SLA approved. HR engaged positively with programme. 25/02 - Openscape & Lynx 24/7 SLA agreed and to be in place end of March.	3	3	9	15.04.11	Andrew Richards	No	
SW-R-C0008	Economic	There is a risk that there is a lack of capacity within departments to deliver the work required of the Department Lead and SWIT roles to SmartWork teams	Programme engagement approach undermined and team unable to gather and implement service requirements. Impacts effectiveness of implementation and consequent benefits	Department buy-in (e.g. sign-off) to the Stage C approach and roles and responsibilities will be gained early as part of Stage C business case engagement. Budget for project roles (H&FP, OD and Property / PM) has been included to provide necessary support to department teams (as per experience during Stage B). 07/07 - Dept Leads appointed for ENV and Barclay House projects. SWITs appointed in C&S, ENV, and being identified in C&D and R&D. 29/10 - Reduced likelihood to 1 due to positive experience 25/02 - Low likelihood but left open due to	1	5	5	15.04.11	Andrew Richards	No	
SW-R-C0009	Economic	There is a risk that the Departments will not deliver against any cashable Business Case productivity benefits i.e. reduced headcount	The level of benefits achieved from SmartWorking will be impacted.	Risk removed. SmartWorking productivity benefits will not be added to existing MTFS targets. Managers will be able to use the SW productivity benefit to contribute to achievement of their existing targets.			0	31.5.10	Department Leads	No	20.4.10
SW-R-C0010	Technological	There is a risk of reduced flexibility of SmartWorked devices to connect to other networks as a result of meeting Government Connect WiFi compliance	A Gap analysis of Government Connect new security standard - Manual Y - has identified that LAN WiFi enabled devices must not connect to other ad-hoc networks such as home WiFi or 3G	H&FP have negotiated with Government Connect who have granted H&FP verbal disposition. This is on condition that connections to ad-hoc networks are managed and controlled. This has been included in the requirements to identify a Connection Manager tool for SmartWorked routers during Stage C. 07/07 - Details of accessibility included in Manual Y-48	2	4	8	15.04.11	Trevor Billington	No	
SW-R-C0011	Technological	There is a risk that, because GC CoCo standards are constantly evolving, the current and planned WiFi infrastructure configuration may fail new GC standards in the future	A future project may be required or ongoing BA cost risk to meet CoCo compliance standards.	H&FP to monitor GovConnect for changes to standards in the future and advise H&F in a timely manner in order to develop an appropriate response. GovConnect will need to take into account the Council's ability to finance changes to GC CoCo standards in the future. 07/07, 29/10, 25/02, 15/04 - No update	2	3	6	15.04.11	Trevor Billington	No	
SW-R-C0012	Economic	There is a risk that competing priorities with other transformation programmes (Lean, Customer Transformation and Slicker Business) causes capacity issues for programme and departmental change resources	Overload or competing priorities may cause Change Teams to disengage with SmartWorking threatening delivery and realisation of benefits	Programme managers within "Transforming the way we do business" will maintain effective communication with each other on plans and dependencies to ensure departmental and corporate resources are utilised effectively. 07/07 - No update 29/10 - No update 19/11 - No update 10/12 - No update 25/02 - Still sometimes mean that resources are available to deliver current stage projects. <b>Closed</b>	3	4	12	07.07.10	Nigel Pallace	No	25.02.2011
SW-R-C0013	Process	There is a risk that accommodation move decisions, including the PCT, will not be made until too late in Stage C (impacting timescales for Environment SmartWorking project)	Delays to defining required projects for Stage C and realisation accommodation benefits (for example missed opportunity for rental income from the PCT)	Work with BPM to ensure Options paper is completed as soon as possible. Flag to SRO to ensure options are discussed and a way forward is agreed with the PCT as soon as possible. 02/07 - Gained agreement that PCT will move into THX by end November. Formal confirmation on PCT decision to be sought through accom governance process. 07/07 - End-Nov date for PCT impacts SmartWorking and IT dependencies for Environment project. See risk 20. 13/08 - Decision on PCT move to THX confirmed. Risk closed.	3	4	12	07.07.10	Nigel Pallace	No	13.08.2010

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SW-R-C001	Technological	There is a risk that the required IT roaming infrastructure (User Profiles) to be delivered by the Workplace strategy will not be in place to support SmartWorking Stage C.	Increased resources required to make it possible for Standard PC users to log onto Power PCs and vice versa. Reduced ability to roam impacting desk sharing and vision for SmartWorking	HRBP are investigating suitability of Rez Power Fuse to address requirement to enable people to roam between PCs (i.e. power, laptops). This solution will be consistent with the Workplace Strategy. Consultancy support has been engaged with Agiliys to develop IT & Telephony roadmap which meets the requirements of the transformation programmes. 07/07 - Proof of concept to start post funding approval. This project needs to start asap to meet Environment project timescales. 13/08 - User Personalisation POC pilot on track. 29/10 - POC delivered & licence costs secured for Stage C. Departmental implementation approach and funds need to be agreed before Powerfuse can be rolled out to areas impacted by Stage C. 15/11 - Presentation on Workplace Strategy delivered to Programme Board 05/11. Approval gained to proceed. Licence & rollout costs for projects up to end including BH to be met by Stage C budget. (Status changed from Red to Yellow)	3	4	12	07/07/2010	Trevor Billington	Yes	25.02.11
SW-R-C001	Technological	There is a risk that there may be issues associated with Frequent Home Workers needing to use their own home PC and broadband, for example if a user's PC and / or broadband line has poor performance	Reduced productivity for impacted Frequent Home Workers and increased support calls for HRBP impacting the benefits realised from SmartWorking	Clear conditions for becoming a Frequent Home Worker need to be defined to ensure only those with appropriate home working conditions are able to work from home from a Health & Safety and IT perspective. 07/07, 13/08, 29/10 - No update 25/02 - HomeWorker SLA agreed. VNC solution in place to enable remote diagnostic support to home PCs.	3	2	6	25.02.11	Trevor Billington	No	15.4.11
SW-R-C001	Technological	There is a risk that Government Connect might stipulate that all home workers, including frequent home workers, must use Council owned equipment to connect to the network to enforce security. Currently frequent home workers and any occasional home workers use home PCs to access the Corporate Network using Lynx.	An increase in workstation costs if all Frequent Home Workers need to be provided with a standard laptop.	The Council is negotiating strongly with Co-Genesine to reach a compromise which doesn't require the sole use of Council equipment. Options include: Accept risk: All frequent home workers provided with standard laptops: £191.3k (2yr cost) Reduce risk: All frequent home workers requiring PC on a stick: £16.1k (one-off) exposure: Remove risk: LBNH withdraws from Government Connect. 07/07, 29/10, 25/02, 15/04 - No update	3	4	12	15.04.11	Trevor Billington	No	
SW-R-C001	Economic	There is a risk that a lack of resources will prevent the rollout of EDMS impacting the level of benefits of SmartWorking	Stage C will not be able to deliver the full extent of benefits from SmartWorking	Opportunities for EDMS will be identified during the Stage C rollout and resources secured via separate departmental business cases 07/07 - Info Mgt currently developing engagement approach for corporate EDMS. 08/10 - Updated status to amber. SW team working with Ron Clements to ensure EDMS requirements are passed to Information Management team to build roadmap. 19/11, 10/12, 25/02 - No update 15/04 - EDMS moved into Transformation the way we do business portfolio. Plan required in terms of how EDMS fits into wider portfolio and can be taken forward. Issues closed for SW.	4	3	12	25.02.11	Jackie Hudson	Yes	27.4.11
SW-R-C001	Technological	There is a risk that the IT required to be able to access any application from any PC, to be delivered by the Workplace strategy, will not be in place to support SmartWorking Stage C.	Increased resources required to analyse applications installed on Power PCs and where they need to be installed. Reduced ability to roam impacting desk sharing and vision for SmartWorking	HRBP are investigating suitability of Virtualisation software to address requirement to enable people to roam. This solution will be consistent with the Workplace Strategy. Consultancy support has been engaged with Agiliys to develop IT & Telephony roadmap which meets the requirements of the transformation programmes. 07/07 - Architecture Review report to be delivered by end-July to include recommendation on distribution of applications (incl. Virtualisation). Significant risk that this will not be in place for Environment project.	5	3	15	13.07.10	Trevor Billington	No	13.7.10
SW-R-C001	Technological	There is a risk that the Cisco Switch upgrades will not be delivered in line with SmartWorking projects	Without the switch upgrade it will not be possible to implement MAC LAX or WiFi	Dependency planning will involve David Green from HRBP to align the network refresh programme with SmartWorking timescales 13/07 - "Setting the basics right" paper was not signed-off by Cabinet in July meaning there is no approved funding for upgrading network switches (required for MAC LAX). Dependency on network refresh programme now an issue for Barclay House project. <b>CLOSED</b> risk and added as issue to Issue Log.	2	4	8	13.07.10	Trevor Billington	No	13.7.10
SW-R-C002	Process	There is a risk that the PCT move date of end-November will mean there is not enough time to implement the changes to ways of working and the required IT (User Personalisation, Application Streaming) to enable the Environment move from 3 to 2 floors.	Insufficient time to engage with managers and staff to prepare for changes required for SmartWorking. IT roaming (settings and applications) not enabled limiting roaming and desk sharing. Risk to credibility of SmartWorking among staff.	Review of possible practical options in planning SmartWorking delivery to meet timelines. Escalation to Senior Responsible Owner for agreement to way forward. 13/07/2010 - Project to prioritise critical activities to enable move (without losing objective of SmartWorking vision) and start dependent IT projects asap - mid July. 13/08 - Project underway. Focus on IT to ensure delivery to required timescales. 29/10 - <b>CLOSED</b> . Environment project move delivered on time.	3	4	12	13.07.10	Nigel Pallace	Yes	29.10.10
SW-R-C002	Environment	There is a risk that accommodation will be required in either the TH or THX as a new "Earls Court & West Kensington Regeneration" multi-disciplinary team is being formed in January and needs to be co-located. The team may be based in Earls Court.	If the team needs to be based in H&F it will need to be co-located as a SmartWorked unit. This will have an impact on both the accommodation roadmap and SmartWorking programme. The team will include staff from Environment (already SW'd, consultants and new recruits.)	Further definition to become apparent over the course of the next few weeks. Review risk at end Nov '10 to understand implications for programme. 25/02 - Accommodation programme to confirm location of this team. Represents low risk to SmartWorking due to small team size. <b>CLOSED</b>	3	1	3	25.02.11	Nigel Pallace		25.02.2011
SW-R-C002	Process	There is a risk that the timelines for finalising the licensing agreement on shared occupation with CSD on 4th floor will impact the overall timescales for the Barclay House project	Impacts timeline for CSD and HO vacating the 4th floor of 145 King St. (Lit move of roadmap) therefore pushing back timelines on follow-on moves.	02/11 - Added by AR Escalate requirement to start discussions on shared occupation with PCT as soon as possible. Escalated risk to Programme Board on 05/11/2010. 19/11 - Discussions to start re licence in December. 10/12 - PCT have not been able to confirm there are sufficient desks available on 4th floor. CSD staff will now move to 2nd floor THX in interim. Shared occupancy with PCT will be revisited in March '11. 22/03 - <b>CLOSED</b> . PCT unable to commit req'd desks in req'd timeframe. CSD to now move to...	4	4	16	30.11.10	Maureen McDonald-Khan		22.03.11
SW-R-C002	Process	There is a risk that the CHS Localities project is unable to move teams currently based in Cobbs Hall to other locations in the timeframe required to enable some teams in Barclay House to move to Cobbs Hall in June 2011.	Required space in Cobbs Hall is unavailable in June '11 for CHS teams to move in. This will impact timelines and/or mean that these teams will need to be located elsewhere.	Highlight critical dependency at Programme Board (04.03.11). Monitor closely the progress of Localities project. Agree a Plan B if Cobbs Hall is unavailable 15/04 - 3 locations have been identified and target dates for completion of moves is 1st June. Timelines are v. tight but signs are that this is on track. 27/04 - Risk closed. Added to Issues log.	3	4	12	23/02/1011	Gill Sewell	No	27.4.11
SW-R-C002	Process	There is a risk that there is insufficient resource available in SmartWf during late June / early July when a number of moves will be happening	There may not be Space Planning / Move PRing cover if there is sickness or other factors which impact the team	26/04 - Added by AR. Risk flagged at Programme Board on 06/05.	3	4	12	27.4.11	Maureen McDonald-Khan	No	
SW-R-C002											