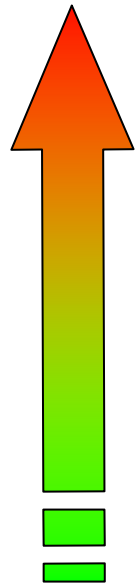


Risk Log

Project Title	SmartWorking Programme - Stage D
Project Manager	Cheryl Rehal (Portfolio Manager)

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-D0001	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.	The original vision and objectives for SmartWorking will be communicated as part of the launch and rollout of Stage C. 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 OD engagement. 25/02, 15/04 - No update 04/08/11 - Stage C successfully established and communicated the vision to the organisation 07/12/11 - Stage D will include communication and continue expectation setting for staff and departments	2	3	6	25.02.11	Project Manager	No	
SW-R-D0002	Process	There is a risk that local cultural management and staff barriers and challenges to SmartWorking will not be effectively addressed during the Stage D 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. 29/10, 25/02, 15/04 - No update 04/08/11 - SWIT teams engaged effectively and worked through issues. Any outstanding issues have been handed over to business units as part of closure process 07/12/11 - Stage D will build on Stage C approach of ownership and realisation of benefits by department leads	2	4	8	25.02.11	Department Leads	No	
SW-R-D0003	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 months. 15/04 - No update 07/12/11 - Stage D cashable benefits have been assigned to department leads and will be monitored by Programme Board (see also Benefits Register)	2	3	6	25.02.11	Project Manager	No	
SW-R-D0004	Process	There is a risk that business as usual support from HFBP, 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. HFBP homeworker support processes in place)	HR and H&S policies were developed during Stage A. Work is ongoing with HFBP to develop a Home Worker support SLA for Stage C. Further work includes agreeing support SLA for Openscape. 29/10 - HFBP 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. 15/04 - No update 04/08/11 - Closed 07/12/11 - Reopened for Stage D - collaboration with BAU units proposed to continue in line with Stage C arrangements	3	3	9	25.02.11	Project Manager	No	
SW-R-D0005	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	Departmental buy-in (i.e. 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 (HFBP, OD and Property / FM) 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 CHS, ENV, and being identified in CSD and RSD. 29/10 - Reduced likelihood to 1 due to positive experience 25/02 - Low likelihood but left open due to remaining work to be completed. 15/04 - No update 04/08/11 - Stage C was delivered. This risk didn't materialise 07/12/11 - Reopened for Stage D - risk to be monitored by Programme Board	1	5	5	25.02.11	Project Manager	No	
SW-R-D0006	Human Resource	There is a risk that parts of the organisation will resist the introduction of an electronic inbound and outbound post function. Additionally there is a risk that the current post room staff could see this project as a direct threat to their jobs.	Staff may be uncooperative in the transition to electronic working.	It is likely that trust issues will need to be overcome, especially in dealing with confidential correspondence and to convince staff that it's workable to store and access information electronically with the result that paper copies do not need to be kept in the majority of cases. Strong departmental sponsorship and engagement on department requirements will be required as part of the project. The project will also need to work with HR colleagues through this process.	3	4	12		Project Manager	No	
SW-R-D0007	Economic	There is a risk that competing priorities with other change initiatives (e.g. Tri-Borough, Bi-Borough, organisational change in Housing and Regeneration). The success of the digital post room trial will largely depend on sufficient engagement from Environment staff who may have more pressing priorities.	Overload or competing priorities may cause Change Teams to disengage with SmartWorking threatening delivery and realisation of benefits	Departmental resource commitment will be sought as a pre-cursor to commencing the project.	3	4	12	07.07.10	Nigel Pallace	No	
SW-R-D0008	Process	There is a risk that despite efforts to train staff and enforce compliance in following invoice payments processes the level of error demand does not fall.	This means there is a risk that it will not be possible to realise the Finance FTE saving.	Central Payments Team to monitor and promptly address recurring issues as part of sustainable improvement.	2	5	10		Department Lead	No	
SW-R-D0009	Technological	The Digital Mailroom project is based on the use of Sharepoint 2010 to channel inbound mail correspondence electronically to recipients. There is a risk that current plans to implement Sharepoint do not come to fruition, due to lack of hfbp resources or the technology not working as envisaged.	This will mean an alternative technology would be required resulting in significant time delays and increasing project costs.	Project Team close working with HFBP and Tri-Borough IT strategy to obtain early sight of potential risks to solution identified and assess alternative low-cost options.	2	3	6		Digital Mailroom Lead	No	
SW-R-D0010	Technological	There is a risk that the Digital Mailroom implementation across departments is more complex (in terms of requirements, gaining buy-in) than anticipated.	This will require an extension to timelines and further costs.	Planning and solution design to take a high-engagement, collaborative approach with suitable departmental representatives to ensure fit with business requirements.	2	5	10		Digital Mailroom Lead	No	
SW-R-D0011	Economic	There is a risk that there is insufficient resource available in HFBP during 2012/13 where a number of SPs and implementation activity will be underway.	There may be delays to Stage D or other H&F change initiatives if there is insufficient resource available to achieve programme milestones.	07/12/11 - Portfolio Manager meeting with HFBP to clarify resource requirements and assist with pipeline and resource management	3	4	12		Peter Brooke	No	

Scoring illustration



IMPACT

Very High

5

High

4

Medium

3

Low

2

Very Low

1

Emergency Planning	5	10	15	20	25
4	8	12	16	20	
3	6	9	12	15	
2	4	6	8	10	
Monitor	1	2	3	4	5
Business Continuity					

1 2 3 4 5
Very Low Low Medium High Very High

LIKELIHOOD



Score

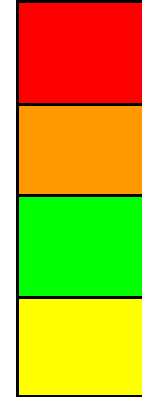
Key

16-25

11-15

6-10

1-5



High and very high risk - immediate management action
Medium risk - review of controls
Low risk - monitor and if escalates quickly check controls
Very low risk - monitor periodically

London Borough of Hammersmith and Fulham

Risk Log

- Does the status indicate whether action has been taken?
- Are the Project Risks uniquely identified, including to which product they refer?
- Is access to the Risk Log controlled?
- Is the Risk Log kept in a safe place?