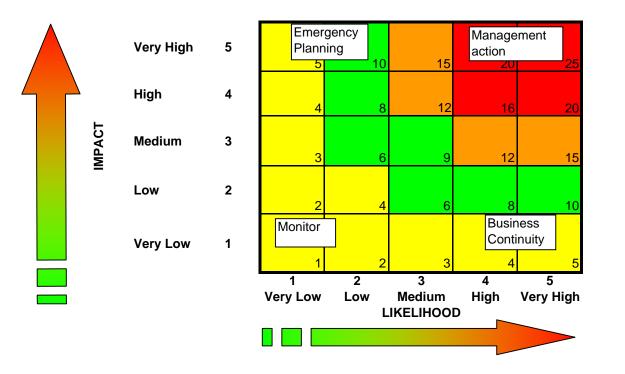
## London Borough of Hammersmith and Fulham

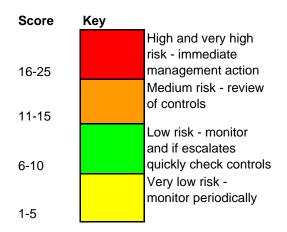
## Risk Log

Project Title SmartWorking Programme - Stage C Project Manager Andrew Richards

Risk Number	Class of Risk	Risk Description	Consequence	Likelihood (1-5)	Impact (1-5)	Proposed Action	Exposure	Action By or Review Date	Owner	Escalate	Date Closed
SW-R-C0001	Economic	There is a risk that if TCO costs fall on departments this will form a disincentive to implement SmartWorking	Reduced uptake of SmartWorking enablers and therefore reduced benefits of SW across Council departments.	4	3	SmartWorking will make a contribution to TCO costs for SmartWorking devices during Stage C.	Green	31.5.10	Andrew Richards	No	
SW-R-C0002		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.	3	4	The original vision and objectives for SmartWorking will be communicated as part of the launch and rollout of Stage C. A mandate is being sought from the Programme Board to engage with the SmartWorking Stakeholder Group to reconfirm the	Green	31.5.10	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.	3	4	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	Amber	31.5.10	Departmen t Leads	No	
5W-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	2	3	A Benefits Realisation Strategy for SmartWorking is required and agreement with Corporate Efficiency as to how it will interface	Green	31.5.10	Andrew Richards	No	
SW-R-C0005		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.	4	2	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 exploited where possible)	Green	31.5.10	Andrew Richards	No	
5W-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	4	4	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.	Red	31.5.10	Maureen Mcdonald- Khan	Yes	
SW-R-C0007	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)	3	3	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	Amber	31.5.10	Andrew Richards	No	
5W-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 learns	Programme engagement approach undermined and team unable to gather and implement service requirements. Impacts effectiveness of implementation and consequent benefits	3	5	N a fore linearcane Departmental sub-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 using role descriptions. Budget for project roles (HFBP, OD and Property / FM) has been included to provide necessary sumoit to denartherat teams (as	Amber	31.5.10	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 benefit will not be added to existing MTFS targets. Managers will be able to use the SW productivity benefit to contribute to	Green	31.5.10	Departmen t Leads	No	20.4.10
SW-R-C0010	Technologica	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.	3	4	Echievement of their existing targets HFBP have regolitate with Government Connect who have granted HFBP verbal dispersation. 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 laptops during	Amber	31.5.10	Trevor Billington	No	
5W-R-C0011	Technologica	There is a risk that, because GC CoCo standards are constantly evolving, the current and planned WFI infrastructure configuration may fail new GC standards in the future	A future project may be required or ongoing BAU cost risk to meet CoCo compliance standards.	2	4	HFBP 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 finance.	Amber	31.5.10	Trevor Billington	No	
SW-R-C0012		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	4	4	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 utilized activation.	Red	31.5.2010	Nigel Pallace	Yes	
5W-R-C0013	Process	There is a risk that accommodation move decisions, including the PCT, will not be made until too late in Stage C	Delays to defining required projects for Stage C impacting timelines for Stage C and realisation of accommodation benefits (for example missed opportunity for rental income from PCT)	з	4	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	Amber	30.4.10	Nigel Pallace	Yes	
₩-R-C0014	Technologica	There is a risk that the required IT roaming infrastructure to be delivered by the Workspace 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 ream impacting desk sharing and vision for SmartWorking	3	4	IFEP are investigating suitability of Appsense to address requirement to enable people to roam. This solution will be consistent with the Workspace Strategy. Consultancy support has been engaged with Agilitys to develop IT & Telephony roadmap which meets the requirements of the transformation programmes.	Amber	31.5.10	Trevor Billington	Yes	
SW-R-C0015	Technologica	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	Reduced productivity for impacted Frequent Home Workers and increased support calls for HFBP impacting the benefits realised from SmartWorking	3	2	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	Green	31.5.10	Trevor Billington	No	
SW-R-C0016	Technologica	Interformance There is a risk that Government Connact might stipulate that all home workers, including frequent home workers, musit 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 increased in workstation costs if all Frequent Home Workers need to be provided with a standard laptop.	3	4	Health & Safety and IT nerenerities The Council is negoliating strongly with GovConnect 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: E191.3k (2yr cost)	Green	31.5.10	Trevor Billington	No	
SW-R-C0017		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	4	4	Reduce risk All frequent home workers requiring PC on a stick: E16.1k (one-off) Opportunities for EDMS will be identified during the Stage C rollout and resources secured via separate departmental business cases	Red	31.5.2010	Jackie Hudson	Yes	
SW-R-C0018	Technologica	There is a risk that the IT required to be able to access any application from any PC, to be delivered by the Workspace 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	4	5	HEBP are investigating suitability of Virtualisation software to address requirement to enable people to roam. This solution will be consistent with the eventual Workspace Strategy. Consultancy support has been engaged with Adjusys to develop IT & Telephony roadmap which meets the requirements of the transformation	Red	31.5.10	Trevor Billington	Yes	
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## **Scoring illustration**





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?