

Project Risk Register - Parks and Countryside Modernisation Programme

Project Name	Parks and Countryside Modernisation Project	Project Manager	Mary Bagley	Author	
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Risk Register

Summary				Gross Risk Scores			Controls	Net Risk Scores			Additional Controls				
No.	Date Raised	Description of Risk	Consequences	Links to Other Projects/Plans	Gross Likelihood Score	Gross Impact Score	Total Gross Score	Existing Controls	Net Likelihood Score	Net Impact Score	Total Net Score	Additional Controls	Responsibility	Target Date	RAG Status

Procurement Risks															
1	25/03/12	Delay in Contract Award for Machinery/Equipment	Machinery not available for summer work. Old machinery needs to be used with HAV restrictions and repair down time		4	3	12	Revised programme to allow for extended procurement period.	4	2	8	Report to Cabinet 12 April 2012.	Project Board		

Policy, Processes and Performance Workstream															
3	25/03/12	Lack of engagement with staff	Low staff morale. and lack of commitment. Staff not able to inform process. New processes not fit for purpose.		3	4	12	Engage with all staff on a regular basis. One Brief, Staff newsletter, Workshops	2	2	4	HR engagement TU engagement. Senior Officer engagement. Appointment of Parks Policy and Performance Officer.	Project Manager		
4	25/03/12	Lack of information to determine the current "As Is" process across all Service Areas	More resources needed to assess existing service. "As is" and delay to baselining exercise.		5	3	15	Business Analyst has been assigned to the project.Engage with all stakeholders on a regular basis. One Brief, Workshops. Additional resources aligned to project.	2	2	4	HR engagement TU engagement. Senior Officer engagement. Appointment of Parks Policy and Performance Officer. Friends of Parks Engagement.	Project Manager		
5	25/03/12	Lack of Budget Information to align budget to service areas	Could delay baselining exercise		4	3	12	Financial administrator assigned to the budget exercise.	3	2	6		Project Manager		
6	25/03/12	Failure to propose and implement new Performance Standards within agreed timescales	Could jeopardise the modernisation project and value for money.		4	4	16	Engagement with all key stakeholders. Regular workstream meetings with SMART objectives and effective project management	3	2	6	HR engagement TU engagement. Senior Officer engagement. Appointment of Parks Policy and Performance Officer. Friends of Parks Engagement.	Project Manager		

Human Resources Risks															
7	25/03/12	Failure to implement revised management structure	Could jeopardise the modernisation project. Low staff morale. Performance standards not achieved.		3	4	12	HR staff aligned to project work stream. SMART objectives effective project management and engagement with all key stakeholders	3	2	6	HR engagement TU engagement. Senior Officer engagement. Appointment of Parks Policy and Performance Officer.	Project Board		
8	25/03/12	Failure to implement revised operational structure	Could jeopardise modernisation project. Low staff morale. Performance standards not achieved.		3	4	12	SMART objectives effective project management and engagement with all key stakeholders	3	2	6	HR engagement TU engagement. Senior Officer engagement. Appointment of Parks Policy and Performance Officer.	Project Manager		
9	25/03/12	Poor management of change	Low staff morale. New policy, performance and processes not implemented.		3	2	6	One Brief. Staff engagement.Comprehensive training programme - skills audit tool	2	2	4	HR engagement TU engagement. Senior Officer engagement. Appointment of Service Manager.	Project Manager		
10	25/03/12	Failure to agree and implement revised working practices.	Could delay modernisation project. Low staff morale.		4	4	16	TU and HR engagement.One Brief. Staff engagement.Comprehensive training programme - skills audit tool	4	3	12	HR engagement TU engagement. Senior Officer engagement.	Project Board		
11	25/03/12	Failure to integrate Highways Grounds Maintenance staff with Parks and Countryside Service	Increased costs.		2	4	8	Communication & Engagement Plan including series of workshops to engage with staff	1	5	5	Engagement with Trade Unions. Proposed new structure.	Project Manager		

Communications/Press & PR/Reputational

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12	25/03/12	Lack of user consultation/engagement	Lack of participation and undertaking of partnership working. New standards not agreed.		3	4	12	Communications plan to be reviewed to reflect the needs of all stakeholder/user groups	2	4	8	Media coverage. Communication & Engagement Plan including series of workshops to engage with staff and external stakeholders	Project Board		
Operational Risks															
13	25/03/12	Depot arrangements not in place by December 2012 for Highways Grounds Maintenance Staff	Requirement to fund external depot premises outside of existing 12 month contract		3	2	6	Separate Asset Management Workstream. Regular meetings with Project Manager	2	2	4	Lease and contracts signed and in place in agreed timescales. Finance in place for Council Depot.	Project Board		
14	25/03/12	Failure to deliver identified Qualitative /Quantative Benefits	Park Modernisation Programme is jeopardised.		2	3	6	Comprehensive Benefits Management Strategy to be devised and implemented. Stakeholders engaged.	2	2	4	Performance Framework with KPIs to be developed.	Project Manager		
15	25/03/12	Appropriate ICT systems not in place	Inefficient working practices, poor communication, no management information, ineffective customer relationship and performance monitoring		3	2	6	Implementing current ICT systems within Parks and Countryside Service, CRM and budget information.	2	2	4	CRM workstream being developed. Development of LCT, Web, Asset Management, Cem and Crem administration system, playground and tree inspections etc.	Project Manager		
Health and Safety Risks															
16	25/03/12	Failure to develop a comprehensive Tree Management Strategy	Poor management of Council's Tree stock. Risk of Liability		5	4	20	Additional resources may be required in terms of external expertise in this field. New post within Parks Development Team essential.	3	3	9	Separate Tree and Woodland Workstream. Regular meetings with Project Team	Project Manager		
17	25/03/12	Failure to implement a comprehensive Tree Management Strategy	Failure to manage Council's Tree stock. Risk of liability.		5	4	20	Need to identify appropriate resources to successfully implement Tree Strategy	3	3	9	Separate Tree and Woodland Workstream.	Project Manager		
18	25/03/12	Failure to comply with Statutory Regulations .e.g. HAVS and Noise, emissions, Biodiversity	Risk of prosecution. Insurance claims, loss of reputation.		5	4	20	Implemented Health Surveillance programme, reviewed operational risks to prevent such claims. Biodiversity key part of modernisation programme including in new management structure and policy procedures and performance. Monitoring systems in place.	3	3	9	Training and purchasing of new equipment/machinery reduces potential claims for Hand, Arm Vibration and Noise claims. All processes and performance with SMART targets and monitoring a part of the policy, processes and performance workstream.	Project Manager		