			Risk Rating		ng						
Risk Reference Number	Project Area	Risk Description	Likelihood (Probability)	Consequence (Severity)	Risk Score	Mitigation / Action Plan / Current status	Risk Raised by	Risk Owner	Status	Date identified	Date last updated
	rement										
R001	ent	Challenge from service providers regarding the process, detail of the tender (inc numbers, hours, zones), Legal Challenge, Judicial review - split Service Provider challenges.	2	4	8	Engagement events and consultation. Robust rationale for tender approach.	GT	Project Board/ MC/AB	Open	23-Jun	30-Sep
R002	Procurem ent	Unable to issue tender docs as Cabinet not approved request to go out to tender.	2	4	8	Vision and Delivery Document to support Cabinet Member Report. Pre briefings to Cabinet Member, Management Board and Mike Lennox.	РН	Project Board	Open	23-Jun	30-Sep
R003		Reduced procurement timelines as Cabinet Report approval moved to October.	4	3	12	Phased approach to commencement of new contract.	JB	АР	Closed	23-Jun	30-Jun
R004	Procurem ent	TUPE impact.	2	3	6	Advice from Legal (CW), request TUPE information from current providers (and off spot?). MC to circulate standard template to existing providers.	LL	Project Board	Open	23-Jun	31-Aug
Systems											
R005		Not engaging with current or known Service Provider because we hold out of date contact details.	1	1	1	Data cleansing the contacts register.	JB	АР	Open	23-Jun	30-Sep

R006	Overall	Uncertainty as to implication for charging clients for care due to unconfirmed models of care, eg incentives, differing rates etc	3	3	9	As soon as model is confirmed engagement with financial assessment team.	SB	Project Board	Open	08-Aug	30-Sep
R007	Overall	Inaccurate information for service users, locations and hours would leave the council at risk of specifying a service which doesn't meet the real needs.	3	3	9	Ongoing data cleansing, refresh of data in August to ensure that data and resultant zones remain relatively consistent.	GT/PH	PH	Open	23-Jun	30-Sep
Transi	tion/Mobili	sation									
R008	Overall	Full implications of mobilisation not yet known.	3	4	12	Mobilisation work stream to commence. Need to ensure a balanced approach.	AB	Project Board	Open	08-Aug	
R009	Overall	Full implications of mobilisation for service provider not yet known which may have an impact on service user and their safety.	3	4	12	Raised throughout consultation and addressed in tender pack as part of quality evaluation.	АР	Project Board	Open	23-Jun	31-Aug
Consu	ltation/Mai										
R010	Overall										
		Lack of "buy in" /support from service providers re zoning/financial options meaning proposed model is not viable.	3	3	9	1-2-1s and consultation events with service providers, ongoing communications.	JB	АВ	Open	23-Jun	30-Sep
R011	Overall	Chosen model doesn't prove to be sustainable for service providers, resulting in provider failure and/or increased handbacks.	2	4	8	1-2-1 events, engagement events and consultation, ongoing contract management	GT	Project Board	Open	23-Jun	31-Aug
R012	Consultati on	Formal consultations identifies unexpected results meaning proposed models are revisited/reviewed.	2	3	6	Responses to consultation reviewed on a weekly basis. Delivery Group and Project Board updated at regular meetings.	GT	СР	Closed	23-Jun	30-Sep
R013	Consultati on	Tight timescales from consultation period closure to Cabinet Member Report and associated documents being circulated through Governance.	2	4	8	Ongoing analysis of consultation responses and feedback into VDD and other documents.	JB	АР	Closed	23-Jun	31-Aug
Financ	e										
R014	Overall	Affordable ceiling hourly rate is not enough for bidders.	3	4	12	Fully consider using UKHCA model, account for actual travel times.	AB	GT/AB	Open	16-Aug	30-Sep
R015	Overall	Chosen model doesn't prove to be sustainable for HC financial position.	2	4	8	Ensuring risks mitigated in the MTFS process, forecasting and analysis of ongoing costs.	GT	GT	Open	23-Jun	31-Aug
Staff											
R016	Overall	Restructure of Brokerage to Care Offer Team.	2	3	6	Appropriate change management and guidance from AD	SC	SV	Open	17-Aug	

R017	Overall	Social Care staff adapting to new processes and culture.	2	3	6	Appropriate change management and guidance from AD	АВ	SV	Open	23-Jun	
Servic	e/Service U	ser									
R018	Overall	Reduction of directly commissioned service through the take-up of DPs meaning zone model is not sustainable for service providers.	3	3	9	Allowing for a percentage drop out of commissioned services as part of the modelling.	АР	Project Board	Open	23-Jun	
R019	Overall	Service user at risk of increased uncertainty during the mobilisation period.	2	4	8	Robust service user communications plan.	АВ	СР	Open	17-Aug	
R020	Overall	Community stream not available or developed for July 17.	3	4	12	Understood that this is developmental, buy in of successful providers to adopt new approach and work in partnership with council.	АВ	Project Board	Open	17-Aug	
R021	Overall	Clarity required re all existing service models included in the HACS framework ensuring no services are left uncommission. Any identified services may need to be recommissioned.	3	3	9	Check existing HACS framework and service models currently covered by it.	PH	АР	Open	31-Aug	
R022											
R023											
R024											
R025											
R026											
R027											
R028 R029											
R030											
R031											
R032											
R033											
R034											

Updates/notes
on going engagement/updates to service providers.
documents circulated/feedback obtained from DLT/Management Board and Mgnificent 7.

zones reviewed.
Zones reviewed.
37 1-2-1s undertaken with service providers. 17 responses to service provider consultation questionnaire.
37 1-2-1s undertaken with service providers. 17 responses to service provider consultation questionnaire.
finances/figures reviewed