

Business Services Transformation Risk Register

No.	Risk	Mitigation
1	If there is a lack of resource capacity and competing priorities, there is a risk that Finance and HR leads / process owners are not available to fulfil their Improvement Stage responsibilities	<ul style="list-style-type: none"> - Service process owner responsibilities formalised and agreed. - Resource requirements including any backfill agreed as part of improvement plan.
2	If there is a lack of service ownership of the change, there is a risk that improvements are not owned and led by Finance and HR in delivery and following transition into business as usual	<ul style="list-style-type: none"> - Finance and HR fully engaged in the change with clear roles and accountabilities. - Resource requirements to be agreed as part of improvement planning.
3	If there is a lack of in-house knowledge for some functions (e.g. Purchase to Pay, HR Administration, Payroll), there is a risk that the Council's ability to work with IBC to improve transactional processes is limited.	<ul style="list-style-type: none"> - Transformation Leads recruited with subject matter expertise. - Further mitigating actions to be agreed as part of improvement planning.
4	If service managers do not have the influence to be able to change IBC processes, there is a risk that it is not possible to deliver change successfully in IBC processes in a timely fashion or at all	<ul style="list-style-type: none"> - Re-engagement required with IBC senior stakeholders to review governance arrangements to enable the Council to influence change.
5	If there is a lack of understanding of the importance and use of data within processes, there is a risk of a lack of data quality and effective governance to maintain data quality	<ul style="list-style-type: none"> - Clarify manager responsibilities, driving and supporting behaviour change to improve data quality. - Deliver agreed data cleansing and data governance through improvement stage.
6	If there are competing priorities for IBC transactional teams, there is a risk that it is not possible to secure required support from IBC to support data cleansing activity in the required timescales	<ul style="list-style-type: none"> Early communication of requirement for support from IBC during Improvement Planning.
7	If there is a lack of communication and engagement to sell the new improvement plan, there is a risk of stakeholder disengagement due to dissatisfaction at the decision not to leave IBC	<ul style="list-style-type: none"> Positive and ongoing communication emphasising the improvements planned, delivery successes and their benefits.

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8	If there is a lack of dependency management at the portfolio level, there is a risk that there will be a lack of alignment between this programme and other change initiatives	Programme to be part of Employer of Choice portfolio. Dependency management at portfolio level with effective communication between programmes.
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