

RISK REGISTER

RISK LAST UPDATED BY & DATE	LMC ND JF 22/05/2025
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RISK REFERENCE	RISK DESCRIPTION	RISK EFFECT	RISK TYPE	RISK OWNER	IMPACT DATE	INHERENT RATING			Current Mitigation/Controls	RESIDUAL RATING			Planned Mitigations/Controls	ACTION OWNER	TARGET RATING			TARGET DATE	ESCALATION	RISK STATUS	SLT RISK	DATE CLOSED
						LIKELIHOOD LEVEL	IMPACT LEVEL	TOTAL (LIKELIHOOD X IMPACT)		LIKELIHOOD LEVEL	IMPACT LEVEL	TOTAL (LIKELIHOOD X IMPACT)			LIKELIHOOD LEVEL	IMPACT LEVEL	TOTAL (LIKELIHOOD X IMPACT)					
CTW01	Potential inability to start the project within the time scales required integral to CTW	Support less people, reputational damage.	Commercial	Project lead	03-Nov-25	3	3	9	Project team to be in regular contact with the REL to let them know of expectations and forward plans.	1	1	1	Project team to be in regular contact with the REL to let them know of expectations and forward plans.	Project Lead	1	1	1	03/11/2025	N/A	Open	No	
CTW02	Being able to recruit, train, retain programme staff	Customer dissatisfaction, reduced outcomes.	Commercial	Project lead	01-Oct-25	4	4	16	Identifying opportunities to utilise current staffing across OCC and delivery partners. Increasing salary levels to ensure interest in roles	2	2	4	Expand out job profiles Reprofilling caseloads to maximum level	Project Lead	1	1	1	01/11/2025	N/A	Open	No	
CTW03	Inability/delay to commission IPS devliery partner	No participants through IPS Pathway	Operational	IPS Lead	01-Oct-25	2	4	8	Delivery partner initiating in early market engagement.	1	1	1	Expand procurement reach. Understanding key market blockers Adapt offer where possible (in negotiation with DWP)	IPS Lead	1	1	1	01-Nov-25	N/A	Open	No	
CTW04	Programme design does not fit with local market	Loss of strategic fit impacting effectiveness of programme and duplicating provision	Operational	Delivery Lead	01-Sep-25	2	3	6	Early engagement with partners and stakeholders to map both local provision and need	2	2	4	Targeted engagement with strategic partners & system level stakeholders	Project Lead	1	1	1	01/10/2025	N/A	Open	No	
CTW05	Delivery partner failure	Outputs not achieved/materially compromised. Adverse impact of programme resource e.g. management controls	Operational	Project Manager	01-Apr-26	2	4	8	Programme governance including management controls established and in place	1	1	1	Management controls and escalation processes utilised. Move into a recovery planning in partnership with delivery partner	Project Manager	1	1	1	01/07/2026	N/A	Open	No	
CTW06	Adverse fluctuations in the economy e.g Interest rates	Bell curve model is adversely impacted requiring a re-profile.	Financial	Project Lead	01-Apr-26	2	3	6	Current profiling allows for forecast increases year on year.	2	2	4	Addition fluctuations to be negotiated with DWP across GCR and /or funding agreement	Project Lead	2	2	4	01/07/2026	N/A	Open	No	
CTW07	Lack of Programme uptake/ early exit	A low uptake in CTW will result in programme not hitting targets	Operational	Delivery Lead	01-Mar-26	2	4	8	Marketing and comms plan will include local communications to socialise and build confidence in the offer	1	2	2	Staggering/stages of marketing material. Accelerated partnership working to improve referral rate and review of marketing material	Delivery Lead	1	2	2	01/07/2026	N/A	Open	No	
CTW08	Priority participant groups no not engage	Do not meet cohorts of people intended	Operational	Delivery Lead	01-Mar-26	2	4	8	Comms and engagement teams cited early on project and target groups to ensure no eligible individuals are missed	1	1	1	Ensuring that messages are staggered and deeper engagement with partners representing various cohorts	Delivery Lead	1	1	1	01/07/2026	N/A	Open	No	
CTW09	CRM system is not fit for purpose	Ability to report against DWP requirements is compromised	Operational	Delivery Lead	15-Dec-25	2	3	6	Detailed design phase including contractual requirements will reduce risk of reporting failure.	1	2	2	Early review meeting with CRM design team to update system	Delivery Lead	1	2	2	02/02/2026	N/A	Open	No	
CTW10	Loss of/Breach of Data	Breach in data protection could lead to legal challenge and financial penalty. Loss of data would impact on reporting and cost verification	Operational/ Financial	Delivery Lead	03-Nov-25	2	4	8	DPIA to be completed and information exchanges to be fully mapped. Creation and sharing of data protection protocols inc. Privacy notices and consent.	1	4	4	Review old client data sharing. Identify source of breach and remedial action required e.g. additional controls, reset access passwords etc.	Delivery Lead	1	4	4	01/05/2026	N/A	Open	No	
CTW11	Evidence of serious fraud uncovered	Reputational risk to the council and loss of funding from DWP.	Financial	Contract Manager	12-Jan-26	2	4	8	Contract management and financial controls in place. Monthly/quarterly reporting requirements and reconciliation to verify accurate spend	1	3	3	Full investigation into incident(s) of fraud carried out to identify additional controls and/or formal proceedings.	Contract Manager	1	3	3	01/04/2026	N/A	Open	No	
CTW12	Trended averages exceed specified unit cost	Participant volumes decrease below profile expectation	Financial	Project Lead	12-Jan-26	2	3	6	Construct Grant Cost Register with provider to account for robust participant cost allowances.	1	3	3	Identify outlying costs/areas where costs can be reprofiled to bring into line with original expectation	Project Lead	2	1	2	01/04/2026	N/A	Open	No	
CTW13	Cash flow risk with delivery partner	The IPS programme delivery is no longer viable.	Financial	Project Lead	10-Apr-25	3	4	12	Management of financial controls confirmed and in place, including payment terms e.g. 30 days in line with the current procurement guidance	2	3	6	Regular contract review meetings to identify any issues	Project Lead	2	2	4	01/07/2026	N/A	Open	No	