

Programme management - Risk register

BCE/2016/Paper 1 - Annex B

Risk Number	Risk Description	Risk Owner	Event Likelihood	Inherent Impact	Inherent Risk Score	Mitigating Actions	Residual Likelihood	Residual Impact	Residual Risk Score	Notes
1	Online consultation portal not fit for purpose in time for consultation on initial proposals, leading to limited ability to handle responses and reputational damage.	SH	4	4	16	Close working with CO Digital Team to assist with specification development, procurement, GDS compliance, and contract management.	3	4	12	
2	Insufficient budget provided to BCE by sponsor department, leading to limited ability to deliver Review operationally.	SH	3	3	9	Close liaison with Cabinet Office at both senior management (Secretary) and operational (Office Manager) level to ensure CO aware of BCE needs. Refresh of Memorandum of Understanding / Framework Document between CO and BCE.	2	3	6	
3	Recruited staff do not have the required skills to do the work to an appropriate standard.	TBe	3	4	12	Experienced staff spread across teams. Induction and training programme for new staff. Strong cross-organisation teamworking and mutual support ethic cultivated.	2	4	8	
4	The number of representations is much larger than anticipated or more complicated and therefore more difficult to analyse than previously resulting in a delay to the timetable.	TBo	3	4	12	Planning remains based on high number of previous first review under new legislation. Review work actively seeking to avoid main issues of significant contention revealed by previous review.	2	4	8	
5	Public hearings are not conducted in a manner that convinces the public of the transparency and independence of the process.	Tbe	3	3	9	Information about public hearings location and process publicised well in advance, and in proposals booklets. ACs to chair hearings, accompanied by senior staff. Budgeted for additional temporary staff to provide admin support to office and hearings during particularly busy period.	1	3	3	
6	Legal challenge to process and procedure.	SH	2	4	8	Refresh of all BCE review and corporate policies. Meeting with main political party representatives before substantive work begins to clarify views.	1	4	4	
7	Inability to secure sufficient or appropriate Assistant Commissioner resource to support the review.	SH	2	3	6	Early review of needs and role of ACs. Vacancies advertised on Public Appointments website, Times/Sunday Times, legal press, and social media, as well as BCE website	1	3	3	