

Ref	Description	Impact	Likelihood	Impact	Total	Tolerance	Status	Actions to mitigate risk	owner	review	Date of last change
R1	Resources are not prioritised for the project to deliver according to the timescale	Delays to the project plan which have an adverse effect on implementations dates. Current contracts may need to be renewed if project overruns	2	4	8	15	open	Regular meetings and key dates agreed with the steering group.	Prachi Ranade/ Jonathan Gibbs	monthly	
R2	Lack of business engagement and ownership, especially at times when the Libraries team and other members of the steering group have a heavy workload	The specification and system(s) are developed, mobilised and tested in a way that does not meet business need and service user requirements and is not seen as an improvement to current practice	3	4	12	15	open	The steering group is representative of the business. The project is an appraisal target for relevant officers to enable prioritisation. All mobilisation and testing are scheduled with business leads well in advance to ensure sufficient time is available	Jonathan Gibbs	monthly	
R3	Scope/specification of the services does not fully represent the needs of the service users	The specification and system(s) are developed and mobilised in a way that does not meet business need and service user requirements and is not seen as an improvement to current practice	2	4	8	10	open	Consultation with service users will consider needs, risks, and benefits and expectations as part of the review Service uses identified at an early stage to enable full consultation and benchmarking with other local authorities' specs	Prachi Ranade/ Jonathan Gibbs	monthly	
R4	Scope of the specification is beyond the ability of the market to implement	The City's requirements cannot be met by any provider without time consuming or bespoke systems being created which are costly to maintain	3	4	12	15	open	Soft market testing is thorough and includes systems used by other local authorities	Prachi Ranade/David Scott	monthly	
R5	The existing book tags are not compatible with the new system	Removal of existing tags will damage the books, resource and cost of changing tags	3	4	12	15	open	Specification details the need to use existing tags.	Prachi Ranade/Phil Pettit/ Jonathan Gibbs	monthly	
R6	System does not fulfil requirements	CoL is unable to meet its duties and leads to reputational issues	2	4	8	10	open	Specification includes all relevant functions. Best practice from other local authorities is used to inform specification and system requirements with pass/fail criteria for certain key functionality.	Jonathan Gibbs	monthly	
R7	Service users are not confident with the new systems	Service users do not use the full functionality of the system or are not using the system in the correct way	2	4	8	15	open	Guides are included within the specification. On site training and support, floor walking made available	Prachi Ranade	monthly	
R8	The system is not adequately supported post go live	Service users do not use the full functionality of the system or are not using the system in the correct way and have no one to ask for help	2	4	8	15	open	Post go live support and manual included within the specification.	Prachi Ranade	monthly	
R9	Insufficient technical resource to support the mobilisation, transition, go live and post go live support	Project plan slippage which incurs costs and delays the implementation of the project	4	4	16	15	open	Technical support to be requested via IT or if not available, will need to be procured. Estimation of time requirements and skills to be developed with guidance from IT. Option to include within contract	Phil Pettit	monthly	
R10	A hosted system requires all technical activities to be reliant on the provider leading to delays in delivery	There are unnecessary delays to the project delivery timeline, causing the project to be extended. There is not clarity on who is responsible for which activities regarding data	2	4	8	10	open	Work closely with the CoL's IT team and any identified technical resource to plan mobilisation in advance. Change management controls to be built into the contract	Phil Pettit/ David Scott/Comptrollers	Monthly/weekly in the latter stages of the project	
R11	There are delays to the project plan caused by the chosen	Implementation of the project is delayed causing the project to be extended	3	4	12	15	open	Ensure that the changes put in place by City procurement (see Mosaic gateway 7	David Scott	Monthly	

	RED = not on track not in control
	AMBER = not on track but in control
	GREEN = on track and in control

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	provider(s) asking for contract changes (lesson learnt from Mosaic)							report) are implemented for this project) Terms and conditions to be sent as part of the soft market testing.			
R12	New security gates are required to comply with new system	The removal of existing security gates and installation of new ones will need Planning permission as Barbican is a listed building, and liaising with private landlord for Shoe Lane Library. Additional costs may be required.	4	3	12	15	open	Commissioning Officer to liaise with the planning team and the private landlord during the planning stage.	Prachi Ranade	Monthly	
R13	Introduction of Libraries Connect Framework to the market will make the self-service kiosks interact with the Library Management System outdated	Libraries Connect Framework becomes the industry standard, leading to COL to retrofit devices to install it at additional cost.	4	4	16	15	Open	Fully investigating any supplier of their understanding of the Libraries Connect Framework, and the impact on the industry.	Jonathan Gibbs	Monthly	
R14	Security protocols that allow data transfer between different systems not updated	The RFID system will stop operating and staff will not be able to access management information.	4	4	16	15	Open	Ensure that security protocols are covered in the specification. Ensure that the protocols are assessed by IS, and that IS have continual involvement in the process.	Jonathan Gibbs/Phil Pettit	Monthly	
R15	Specification is not prepared to timescale	Delays to the project plan which have an adverse effect on implementations dates. Current contracts may need to be renewed if project overruns	4	4	16	15	Open	Regular meetings and key dates agreed with the steering group.	Prachi Ranade/ Jonathan Gibbs	Monthly	
R16	Loss of expertise due to staff leaving	Delays to the project plan which have an adverse effect on implementations dates. Current contracts may need to be renewed if project overruns	4	4	16	15	Open	Regular meetings and key dates agreed with the steering group. Support from Carol Boswarthack required.	Prachi Ranade/ Jonathan Gibbs	Monthly	

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