

Work Package	Area it Concerns	Issue	Risk Description	Potential Impact	Risk Owner	Inherent Risk				Control Measure(s)	Residual Risk			
						Probability (1-5)	Financial Impact (1-5)	Programme Impact (1-5)	Overall Risk (2-40)		Probability (1-5)	Financial Impact (1-5)	Programme Impact (1-5)	Overall Risk (2-40)
Discovery phase	Data	Underestimation of data processing requirements	The quantity of data and the degree of processing required exceeds initial project assumptions	Cost and time impact associated to further data processing	Arup	5	5	5	25	Plan the project under the assumption that data will require significant processing, allocating contingencies for these activities	3	3	3	9
Discovery phase	Data	Unavailability of key project data	Key data required for the project is not immediately available	Cost and time impact associated to redefining the approach or securing missing data	SPEN	3	3	3	9	Early engagement with relevant SPEN departments to identify existing data. Plan the project with alternative approaches dependent on available data	2	2	2	4
Discovery / Alpha	Data	Underestimation of complexity of digital interface required	Digital interface takes a significant number of iterations to work as expected and integrated with existing tools	Cost and time impact associated to additional work	Arup	4	5	5	20	Conservative planning (i.e. assuming that it will be more complex than initially though) Workstream focused on user integration into BaU (covering digital interface)	3	3	3	9
All phases	Project management	Stakeholder engagement	Lack of project engagement within SPEN. Stakeholder action delays project.	Poor definition of requirements and inefficient working (cost and time)	SPEN	3	2	2	6	Establishing working groups to ensure continuous engagement with key stakeholders Proactive communication approach across the lifecycle, offering opportunities for involvement as desired	2	2	2	4
All phases	Project management	Interfaces between Development Partners	Inefficient working resulted from interfaces between project partners. Lack of communication causing confusion or misunderstanding. Poor collaboration	Project delays	SPEN	3	3	3	9	Establishing a core PM team + clearly defined workstreams Collaborative working under a common collaboration tool (e.g. MS Teams) Co-creation approach between SPEN and partners	1	3	3	3
All phases	Project management	Benefit realisation	The project solves a technical challenge but its integration into BaU is not fully effective	Cost and time impact associated to a delayed or incomplete integration into BaU	Arup	4	2	2	8	Early user engagement. Workstream focused on user integration into BaU	2	2	2	4
All phases	Project Management	Schedule risk	Underestimation of project delivery time or scheduling errors	Cost and time impact associated to a delayed or incomplete integration into BaU	SPEN	3	3	5	15	Detailed project program agreed by partners and embedded into contracted scope	2	2	2	4
All phases	Project management	Schedule risk	Project partner unable to support due to key personnel leaving the business	Significant delay to project and requirement to onboard new staff	SPEN	3	3	5	15	Partners have additional available experience and clear handover plans	2	2	2	4
Alpha/beta phase	Technology	System integration	Proposed digital interface not compatible with legacy or new interfaces	Non-delivery of project and no realisation of benefits	SPEN	2	2	5	10	Specification is well reviewed and agreed by users in Discovery phase	1	1	3	3