

R&I Type	Workstream(s)	Raised By	Date Raised	Assessment / Description	Impact	Likelihood	RAG Score
Risk	2.5	Mitch Thomason	11/01/21	Delivery of ERP Modeller Tool is slow, despite consistent engagement and chasing of the Business Systems Team	High	Very likely	20 (R)
Risk	ALL	Mitch Thomason	11/10/21	ERP Data Integrity	Very High	Very likely	25 (R)
Risk	2.5	Mitch Thomason	11/10/21	HR Hierarchy and Establishment Review - Integration into Power BI	Medium	Possible	9 (A)
Risk	2.5	Workstream Leads	22/11/21	EDI self-reporting baseline is low, makes it difficult to truly understand the make up of the organisation	Medium	Likely	12 (A)
Risk	ALL	Workstream Leads	01/12/21	Limited HR Resource / Capacity to deliver outlined workstream activity alongside transformation of other services	High	Likely	16 (R)
Risk	3.1	Alison Golding	10/01/22	Insufficient processes to effectively engage across all of our workforce, particularly for non-office-based workforce.	High	Likely	16 (R)
Risk	ALL	Programme Leads	25/02/22	Disaggregation of Learning & Development causing disruption and unsettling workforce, thus impacting delivery of outputs	Very High	Very likely	25 (R)
Risk	ALL	Programme Leads	04/03/22	Management Information (MI) lack of resource and skill in team	High	Likely	16 (R)

Risk	2.2	Mitch Thomason	09/03/22	Delivery times of the V.I.P Continuous Conversation	Medium	Likely	12 (A)
Risk	2.1 & 2.4	People Strategy Board	05/04/22	Visibility and oversight of work undertaken by L&D as an NNC hosted service. Lack of bespoke offering for WNC.	High	Very likely	20 (R)

Mitigating Action	Post-Mitigation Impact	Post-Mitigation Likelihood	Post-Mitigation RAG Score	Mitigation Owner	Status	Date of Last Review	Date of Next Review
Escalated to People Strategy SRO, who is now having on-going conversations with CIO to chase resolution and delivery of a number of outstanding Business System actions	High	Likely	16 (R)	Peter Borely-Cox	Open	27/04/22	25/05/22
On-going work within HR to clean up the HR Establishment manually. Engagement of Business Systems to setup an ERP Improvement Taskforce to remove systemic causes of these issues, improve user experience and enhance processes.	Low	Possible	6 (A)	Peter Borely-Cox	Open	27/04/22	25/05/22
Escalated to People Strategy SRO, who is now having on-going conversations with CIO to chase resolution and delivery of a number of outstanding Business System actions	Low	Possible	6 (A)	Peter Borely-Cox	Open	27/04/22	25/05/22
Introducing a workforce campaign with a focused element for workforce without access to ERP, to encourage data provision	Low	Unlikely	4 (G)	Amy Francis	Open	27/04/22	25/05/22
Restructure of HR Advisory & Policy functions to address capacity issues and introduce roles aligned to transformation / portfolio delivery.	Low	Possible	6 (A)	Alison Golding	Open	27/04/22	25/05/22
Survey undertaken with our locality based workforce, with analysis undertaken and recommendations presented at ED / AD session	Medium	Unlikely	6 (A)	Caroline Callaghan	Open	27/04/22	25/05/22
On-going engagement with L&D colleagues to encourage and motivate workforce. Recommendation at People Strategy Board for both HR ADs to meet with service to iron out concerns and clearly state expectations, whilst offering support through this time.	Medium	Likely	12 (A)	Alison Golding	Open	27/04/22	25/05/22
As part of the HR restructure a post has been created, so that we can withdraw from workforce data arrangement currently in place with NNC, this post will bring flexibility but also additional capacity.	Low	Unlikely	4 (G)	Alison Golding	Open	27/04/22	25/05/22

Approach of accuracy / suitability taken over rushing a solution, which is the correct thing to do. We agreed to use the remained of this appraisal period (9 months) as a pilot phase to enhance the approach for the next full appraisal year.	Medium	Likely	12 (A)	Clare Young	Open	27/04/22	25/05/22
On-going engagement with L&D colleagues to encourage and motivate workforce. Recommendation at People Strategy Board for both HR ADs to meet with service to iron out concerns and clearly state	Medium	Likely	12 (A)	Alison Golding	Open	27/04/22	25/05/22