Risks

Risk	Description & Implication	Mitigation
A third partner joining Orbis delays or impacts the delivery of savings or integration of services	• The need to revise service design and timelines to accommodate requirements of third partner • New Partners have the potential to impact on Business-As-Usual operations of Orbis through increased scope of services, capacity needs and political requirements.	• Clear plans and timescales in place for integration and savings • A full risk/impact assessment to be undertaken and action taken to avoid/minimise impact • Revised benefits and invest case created for three partners
Changes in the business strategies of Orbis Founding Partners affect the ability for Orbis to deliver Services effectively	• There is the possibility that if Partnership Strategies of the Founding Partners diverge, significant changes to the operating model of Orbis will be required in order to avert undermining operations of Orbis. • If Partnership Strategies are aligned with other authorities, choices in how Orbis strategies are implemented may be limited. • If the structure or function of either Orbis Founding Partner changes, there will be wide-ranging impacts on the Orbis model.	• A Joint Committee structure has been agreed, which ensures that all Partners have oversight on the running of Orbis. • Orbis Leadership will be visible to the sovereign authorities to present impact of sovereign decisions on Orbis and to action those decisions. • A clear defined exit strategy for Orbis partners will be developed as part of the Inter-Authority Agreement (IAA).
Integration timescales differ across services leading to a significant increase in complexity, cost and time.	• Timeframes for integration of services are not aligned leading to inconsistencies in design and negative impact on customer experience	• Continued Orbis Programme overview of service design and delivery • Action Learning Set created to share, learn and challenge service design outcomes

The Inter-Authority Agreement (IAA) has not yet been signed.	• The official agreement between three Orbis Founding Partners has yet to be signed meaning that the commitment to Orbis has not been formalised by all Orbis Partners	• **An IAA exists between ESCC & SCC and this can be used as the basis for creating an IAA for three partners, therefore reducing the time and risk, a milestone of April 2017 has been set for this to happen**
Changes in the expected investment costs and benefits.	• Orbis may not achieve the identified financial targets either through delayed benefit realisation or increased investment costs. • Delays or overruns could lead to unexpected increases in investment cost or delays in benefit realisation.	• A clearly defined benefits management process is to be set up to enable the rapid identification of benefits which are unlikely to be realised and which mitigating actions are to be taken • **A revised financial model to be created detailing the impact of three partners in Orbis** • Investment costs will be forecast and tracked against those forecasts to allow timely decision • Programme management will track both benefits and investment and report regularly by Orbis to the Joint Committee.
The implementation of the integrated Orbis model will involve a high degree of change and has the potential to impact Business-As-Usual services.	• Changes will be identified across all Business Service functions; services will need to continue to operate whilst changes are being implemented. • There may be a 'dip' in service performance whilst the transition to the new operating model is completed.	• A clearly defined implementation and change management approach is required to support the transition to the new way of operating. • A robust communications strategy will help articulate how service levels may change during the transition period and support expectations management.

Some benefits will have significant reliance upon technology solutions.	• Technology solutions will have a high number of dependencies and be time consuming to implement. • Failure to progress with the technology needs can impact the timing or realisation of benefits and cause an increase in investment cost due to overruns.	• Integration of Target Operating Model and IT implementation strategies enables the identification of dependencies at Orbis level • Application of common governance structures provides visibility of IT progress across all current programmes of work, including sovereign authority change programmes, Orbis and any potential ERP (SAP) replacement
Differing terms and conditions can destabilise the working environment.	• When staff from different organisations come together, differences in pay or terms and conditions, such as holiday and pension entitlements, can create a disjointed work force	• Development of Pay and Reward Strategy across three partners • Clear communication of expectations for staff based in various Orbis locations and the implications for this • Regular consultation and engagement with recognised trade unions
Staff and stakeholders resisting change.	• Current staff and stakeholders may not appreciate the need for change and attempt to deter the change from happening • This will cause delays to the realisation of benefits and higher costs due to overrun	• Development of stakeholder map and identification of risks • Ensure clear communication of the benefits of Orbis to staff and stakeholders • Utilise a communications strategy to engage staff and stakeholders in a positive manner and keep them up to date on Orbis successes

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SURREY

Threat to Orbis' reputation from poor performance.	• If the quality of service degrades either during or after implementation then the reputation of Orbis as well as that of the sovereign authorities will suffer	• Ensure effective programme management is in place at each service line to track performance of services before, during and after changes occur