

The Shareholder Executive Risk Register

What is the Heat Map?

This will be used as a graphical representation of the TOP RISKS each team faces and also allows for different assets'/projects' risks to be compared easily. Top risks ONLY and their mitigating actions should be allocated bubbles (e.g. putting R8 in the two bubbles for Risk #8, and so on). These should be positioned using ratings as coordinates - for instance a risk with probability 4 and impact 3 would be positioned 4 places along the x-axis and 3 places up the y-axis.

PLEASE ONLY INCLUDE YOUR TOP RISKS.

IRRELEVANT

OFFICIAL SENSITIVE

The Shareholder Executive Risk Register - Post Office Limited														28-Feb-2015	
1. Overview POL is wholly owned by HMG. HMG has committed £2bn funding since 2010 to maintain, modernise and protect a network of at least 11,500 branches by 2018 - to secure its long term future and reduce reliance on HMG subsidy. The network of post offices across the UK provide access to a range of vital services (including Government, mails and financial) .				I-5	A5	R2		RA10	R2		AR15	R10		R20	R25
2. Overall RAG Rating RA				I-4	GA4			A8			RA12	R4 R5 R		R16	R20
If not managed successfully the risks - including commercial, strategic and stakeholder risks and those linked to management appointments and remuneration have the potential to significantly impact the financial sustainability of POL and its ability to achieve policy objectives (e.g. transformed network, reduced HMG funding and mutualisation).				I-3	GA3			A6	R5		A9	RA12		RA15	R17
3. Reputational Risk High				I-2	G2			GA4			A6	R1		A8	RA10
There is significant political interest in the Post Office network and there are a number of clear policy objectives. Risk is mainly centred on these areas, but it can also be linked to management and remuneration issues. The SHEx POL team are aware of the pressures and are working collaboratively with Post Office Limited to manage the risks away.				I-1	G1			G2			GA3	GA4		A5	
					P-1		P-2		P-3		P-4		P-5		
Risk #	Summary	Risk Overview	Impact of Risk	Type	RAG Rating	Cur.	Prev.	U/D	Mitigation Overview	Mitigation Rating	Cur.	Prev.	U/D	Further Mitigating Actions	Current Status
1	Network Transformation	POL is unable to deliver Network Transformation targets for various reasons, including programme design and / or due to loss of NFSP support. POL remains on high levels of public subsidy	- No BIS VFM for existing funding + higher levels of subsidy required in the future. - POL is unable to bid competitively for new work - disadvantaged in future negotiations with RM. - Subpostmaster reluctance to comply/engage with transformation.	Finance	Probability	3.0	3.0	-	- Engage regularly with POL ensuring effective monitoring and review of NT and to provide robust challenge. - Ensure POL takes appropriate action to maintain momentum, particularly as NT enters its final years (e.g. Transitional Locals).	Probability	2.0	2.0	-	- Continue to engage with POL and where relevant also the NFSP. Make sure POL has support and HMG insight to develop future options to maintain progress, including "Transitional Leavers".	Good progress is being made with POL beating 2014/15 targets 2 months early, and momentum gaining among the Transitional Leavers. Engagement with the NFSP is needed shortly to avoid risk it might hold up near term progress.
	Strategy			Impact	4.0	4.0	-	Impact		3.0	3.0	-			
2	State Aid	POL is not able to secure European Commission approval for its £640m funding for 2015/16, 16/17 and 17/18 in time (by March 2015)	If approval fails, BIS would not be able to channel funding to POL. The business would be unable to deliver its strategy, putting its long term sustainability at risk. This would impact POL's mutualisation process and have significant reputational concerns for HMG	Finance	Probability	2.0	2.0	-	We have been working closely with the Commission to address their concerns. Having now submitted our Formal Notification we believe we have addressed any outstanding issues.	Probability	1.0	1.0	-	We will look for an update on progress during February, to make sure a decision is made before the end of March. If risks look like they might emerge we can seek to escalate.	We have had an update from UKREP steering us towards an 18th /20th March decision; there are a small number of minor questions which we will address in the coming days but nothing that we consider will hold up progress.
	Legal			Impact	5.0	5.0	-	Impact		5.0	5.0	-			
3	Crown Transformation	POL fails to bring the Crown estate to break-even in line with expectations, including not franchising all planned branches, failing to meet revenue targets, missing cost saving objectives.	- POL unable to meet HMG objective of run-rate break-even by 2015. - In branch improvements (such as investment in automation) delayed - customer experience not improved and profitability impacted.	Reputational	Probability	5.0	5.0	-	- Manage external narrative and stakeholders; even if targets are missed considerable progress will have been made. - Make sure POL is developing a bau plan to continue progress after March 2015.	Probability	5.0	5.0	-	- Encourage bau Crown strategy and offer support where POL could benefit (e.g. as with Parly Crowns).	Targets will be missed at the full year with run-rate heading towards a £3m loss. Planning for post-March 2015 is being undertaken now with breakeven now likely to be achieved later in calendar 2015.
	Finance			Impact	3.0	3.0	-	Impact		3.0	3.0	-			
4	Mutualisation	Progress made towards a mutualisation is slow, or is perceived to be slow, meaning HMG is unable to evidence "clear progress towards mutualisation" being made "in this Parliament"	Considerable possible reputational impact on HMG, who in 2010 made a commitment to move POL towards a mutual future. Minister remains keen on the subject and a perceived lack of progress would reflect badly on SHEx and POL.	Reputational	Probability	4.0	4.0	-	POL has continued to resist our encouragement, but following a POL / Jo meeting in December we might be unlocking possible near-term progress. This remains to be seen.	Probability	3.0	3.0	-	If progress is not made soon we may have to escalate the issue within POL. We are keen to avoid the Minister sending a letter, which would not be welcome or helpful.	Following a recent meeting with POL actions are being taken. We expect progress to be made very shortly and to be able to update Jo in the coming week or two. We are still having to put considerable pressure on POL to even make this modest progress.
	Finance			Impact	4.0	4.0	-	Impact		4.0	4.0	-			
5	Government Digital Transformation	Government Digital Service (GDS) resistance to support role POL can play in providing HMG with digital services including assisted digital, through existing channels leading to ongoing reluctance for Depts to engage commercially with POL	Hampers POL's ability to win new GS contracts - impacting revenues, commercial strategy and financial sustainability. POL's profile and relationship across Government diminished. Govt. seen as renegeing on commitment to POL's front office for Government ambitions.	Strategy	Probability	3.0	3.0	-	Continue to reinforce message about the opportunities offered by the PO network, technology and contracts (including the FOCs framework) across Govt. utilising PEX, APPG, Ministerial Bilaterals and other channels to deliver and reinforce POL front office message. Support POL with its engagement with HMG stakeholders.	Probability	2.0	2.0	-	Letter now circulated amongst digital leaders to make them aware of Home Affairs Committee recommendation that Departments use FOCs for assisted digital services, or explain why it is not appropriate. POL to meet regularly with GDS to consider forward look of AD pipelines. Meanwhile POL developing first IDA offering and bidding for place on second IDA procurement framework	Letter circulated in January. POL working towards launch of IDA product in early March, and announcement on partnering with HMPO re digital passport applications later in March
	Finance			Impact	4.0	4.0	-	Impact		3.0	3.0	-			

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6	POCA	POL fails to secure new POCA contract and DWP go to full public procurement.	Revenues and commercial strategy severely impacted. Undermines stakeholder support for Transformation. HMG criticised for failing to deliver on front office of Govt commitment. Bad negotiation and outcome leads to other depts being unwilling to engage with POL and/or POL being unwilling to go for Govt contracts.	Finance	Probability	0.0	0.0	-	Meetings and discussions with HMT/DWP officials and Ministerial level with IDS/CST, to seek extension and collectively identify future and vfm opportunities to HMG.	Probability	0.0	0.0	-	Support POL in negotiations with DWP where appropriate. Engage with OGDs to ensure 'bad' POCA negotiation not seen as norm. Potential direct Ministerial intervention. Assist POL with front office messaging.	Agreement reached and DWP has publicly announced (16th December) extension to POCA contract with POL until 2022. Risk thus closed.
	Leonie Lambert			Reputational	Impact	0.0	0.0	-		Impact	0.0	0.0	-		
	13/02/2014 - terminated 07/01/2015			Strategy	Rating	0.0	0.0	-		Rating	0.0	0.0	-		
7	DVLA	DVLA decision to withdraw car tax discs in Oct 2014 - earlier than planned	Material financial impact on POL and subpostmasters - and negative footfall impact in branch. Separately DVLA do not press on with driver licensing transformation - reducing potential upside for POL revenues	Finance	Probability	0.0	0.0	-	Engage with DVLA contacts to work through issues and promote awareness of POL opportunities and FOCS	Probability	0.0	0.0	-	meeting between Jenny Willott and Stephen Hammond in which latter supports use of FOCS for first time driver licences and chasing the 2m drivers who have not renewed their photocard licence.	New contract now signed for car tax work. As part of this, agreement reached to mitigate impact on paper licence recall not going ahead. Risk is thus closed.
	Leonie Lambert			Reputational	Impact	0.0	0.0	-		Impact	0.0	0.0	-		
	13/02/2014 - terminated 01/10/2014			Strategy	Rating	0.0	0.0	-		Rating	0.0	0.0	-		
8	ATM Rates	Valuation Office Agency decide that external facing ATM's at PO's are separately rateable. Adverse decision would see £18m backdated cost and c.£5m ongoing p.a. cost to SubPM's.	Risk that SPMs or POL or BIS needs to absorb some/all of this cost. Seen by SubPM's and key stakeholders as Govt. failure to protect SubPM revenues. Significant unfunded spending risk.	Reputational	Probability	0.0	0.0	-	Ministers fully aware of risks and have opined that SPMs should not pay for the liabilities. POL has developed an operational contingency plan to mitigate risk of adverse noise. Agreement with VOA on an "alcatel" period post-Opinion	Probability	0.0	0.0	-	Work with POL on messaging and utilise BIS legal support to help develop and present strong case. Engage HMT to ensure favourable hearing in the event that BIS needs to fund SPM liabilities	VOA has reached a decision that BOI ATM's at Post Office branches are not separately rateable for the purposes of business rates. Risk is thus closed.
	Peter Batten			Finance	Impact	0.0	0.0	-		Impact	0.0	0.0	-		
	13/02/2014 - terminated 05/12/2014			Legal	Rating	0.0	0.0	-		Rating	0.0	0.0	-		
9	Premium Bonds	Contract to provide Premium Bonds ends in September 2015 and for this service to continue actions need to happen shortly (esp. with HMT and NS&I). The Commission have an interest and it is important anything is done in line with procurement legislation.	Premium Bonds are an important revenue driver for POL and they are considered to be a representative product by customers and by subpostmasters. Withdrawal would be poorly received and raises real political risks.	Reputational	Probability	3.0	0.0	U	Engage with POL and HMT on plans to ensure actions are taken in time to ensure continuity of service provision.	Probability	2.0	0.0	U	If progress is not made it might be necessary to escalate within BIS and HMT; also consider options for temporary "stop gap" if time runs short.	Engagement has commenced with POL and HMT to understand the lie of the land; we are seeking more information from HMT on their plans and, if they choose to extend, strategy for an extension. We are also conscious of the possible European Commission interest.
	Tim McInnes			Finance	Impact	3.0	0.0	U		Impact	0.0	0.0	-		
	Reopened 27/02/2015			[Select]	Rating	9.0	0.0	U		Rating	0.0	0.0	-		
10	Mails contract with RM	Discussions with RM regarding future relationship, products and contract move slowly and / or not in the direction POL needs. Has a financial impact on POL as it loses share, footfall and volumes.	Impact could be significant and long-lasting (e.g. weakened commercial position, lower volumes, a higher subsidy, and a challenging stakeholder landscape).	Reputational	Probability	4.0	4.0	-	Limited direct influence given the commercial nature of the risk; we are keen to encourage engagement with Royal Mail at multiple levels, and develop a shared understanding. We also look to provide support as an when it's required.	Probability	3.0	3.0	-	Escalate concerns formally within POL, through the Board. We will be engaging the new CFO on this given his recent arrival.	Dialogue is fairly continuing although we believe areas of disagreement / misalignment that have emerged in recent weeks remain outstanding. We will be monitoring progress at the start of 2015 closely.
	Tim McInnes			Finance	Impact	5.0	5.0	-		Impact	5.0	5.0	-		
	13/02/2014			[Select]	Rating	20.0	20.0	-		Rating	15.0	15.0	-		
11	Project Sparrow	Continued attack from JFSA and MPs. Risk that cases in mediation scheme are unable to progress and the process is publicly criticised by applicants and the JFSA. Spiralling costs from overrunning of scheme and broadening of scope.	POL's reputation and brand are damaged by accusations. Costs spiral out of control, particularly if legal action is taken.	Reputational	Probability	4.0	3.0	U	ShEx is ensuring POL addresses issues as they arise, including assessing the effectiveness of the scheme and whether changes are required. Important that the mediation scheme remains independent of Government	Probability	2.0	2.0	-	Provide robust responses to queries about the scheme, particularly from MPs and Parliament, maintaining the scheme's independence from Government and the fact that no systemic issues with Horizon have been identified	POL are agreeing changes to the scheme with their Board to negate the role of the Working Group and process the remaining cases in the scheme as effectively as possible. We are sighting Ministers on this development but must maintain distance - this is a commercial decision for POL.
	Laura Thompson			Finance	Impact	3.0	3.0	-		Impact	3.0	3.0	-		
	13/02/2014			People	Rating	12.0	9.0	U		Rating	6.0	6.0	-		
12	POL Management	Senior management not capable of meeting / delivering HMG objectives, with limited ministerial appetite to approve changes due to severance or remuneration levels.	Network transformation, other cost savings, and revenue diversification are not delivered as planned, meaning further funding is required and POL is less sustainable	People	Probability	3.0	3.0	-	Management team is under ongoing review by the Board and action is being taken. HMG process being navigated by ensuring narrative for rationale is clearly established with Ministers / HMG Stakeholders (e.g. no "surprises").	Probability	3.0	3.0	-	Raise shareholder concerns through the POL Board and, where remuneration is concerned, use the POL Board to engage with Ministers / HMG Stakeholders to influence outcomes.	New CFO began work at the start of January, which should serve to strengthen the executive team. Suggest risk levels remain unchanged until his performance becomes apparent.
	Richard Callard			Strategy	Impact	4.0	4.0	-		Impact	3.0	3.0	-		
	13/02/2014			Reputational	Rating	12.0	12.0	-		Rating	9.0	9.0	-		
13	Network Development	POL fails to meet its Network Expansion targets in line with HMG expectations and, more generally, is unable to respond to the competitive threat it is facing including by opening new access points.	Significant reputational risk, including within HMG and with stakeholders (esp. NFSP). If a response is insufficient it could have material consequences for POL's competitive and financial position, with knock on effects on POL's ability to reduce subsidy.	Reputational	Probability	4.0	4.0	-	Maintain engagement with POL to ensure we get access to the right information in a timely fashion. Operate a no surprises approach to working with POL and managing Ministerial expectations (despite certain recent developments).	Probability	3.0	3.0	-	Support POL when required, including with Ministers and other stakeholders.	Short term targets will not be met and we have questions around medium-term timings given the wide range of dependencies. We are staying close to POL.
	Tim McInnes			Finance	Impact	4.0	4.0	-		Impact	2.0	2.0	-		
	13/02/2014			Strategy	Rating	16.0	16.0	-		Rating	6.0	6.0	-		
	Shareholder Relationship			Information	Probability	3.0	3.0	-		Probability	2.0	2.0	-		

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14	Richard Callard	Breakdown in channels of communication with POL at some or all levels with anticipated loss of goodwill	POL team becomes obstructive to engaging and complying with shareholder requests Hampers ability to effectively monitor and challenge business performance and strategy - shareholder team is only told what POL wants us to know	Strategy	Impact	3.0	3.0	-	Ensure we effectively communicate and make clear to POL our reasons for our requests for information or areas of policy delivery	Impact	3.0	3.0	-	Richard Callard and CEO have agreed to work together in partnership to be open and transparent, and to highlight areas where our respective teams are not acting in accordance with those principles	Relationship is currently quite positive and improving at the senior level. We continue to encounter pockets of resistance at lower levels of POL which we continue to challenge or circumvent
	13/02/2014			[Select]	Rating	9.0	9.0	-		Rating	6.0	6.0	-		
15	Stakeholder Relationships	Breakdown relationships with general stakeholders - e.g. Citizens Advice, other Whitehall Depts (Defra etc.) creating unhelpful distraction from business as usual matters.	Could impacts POL's ability to deliver successful strategy and transformation of services and network Undermines reputational and customer confidence in POL Undermines Ministerial confidence in POL	Reputational	Probability	3.0	3.0	-	Ensure continued and responsive dialogue with all stakeholders, understanding their needs and motivations and seeking to allay these where possible and appropriate	Probability	2.0	2.0	-	Seek to maintain flow of positive news across the national and local media to build momentum and consensus behind HMG policy and POL programmes	We have recently commented on the CAB work programme for 2015/16 to align it better with POL's commercial objectives. We are also encouraging greater engagement and collaboration with The Plunkett Foundation on mutualisation / community shops.
	Finance			Impact	2.0	2.0	-	Impact		1.0	1.0	-			
	13/02/2014					Strategy	Rating	6.0		6.0	-	Rating	2.0		
16	Business Transformation	POL is unable to design or implement an appropriate target operating model (e.g. which leads to reduced costs) and fails to realise efficiencies to reduce reliance on subsidy. Key strategy targets are missed. Tough choices to be made by POL could attract political interference.	Unable to reduce reliance on public funding, and continued weakening of financial position. Depending on target operating model work, activities could also trigger significant stakeholder / external comms risks.	Finance	Probability	3.0	3.0	-	Work closely with POL to understand and challenge its plans as they are developed in the coming months. Ensure sufficient contingencies are "baked in" to this early stage of the work and that we are able to respond to possible "bad news" leaks of proposals.	Probability	2.0	2.0	-	Escalate concerns with senior management and, potentially, through the POL Board. Ensure Ministers and BIS Comms are aware of risks.	POL currently in design phase, has identified c£200m of costs savings p.a. by end of the plan. Team reported to Board in November with a proposed implementation plan. Board approved further work but wish to review once again before go live. Question on who will actually implement.
	Strategy			Impact	4.0	4.0	-	Impact		4.0	4.0	-			
	29/07/2014					People	Rating	12.0		12.0	-	Rating	8.0		
17	Budget Performance	POL misses budget targets for 2014/15.	Short term impact on narrative (e.g. independence, financial sustainability) and (possibly) ShEx's reputation as shareholder. Longer term on POL's ability to meet its plan targets and reduce subsidy from HMG.	Finance	Probability	5.0	5.0	-	Monitoring POL closely to ensure trends are properly understood and that POL is identifying opportunities to address underperformance in-year. Keep Ministers regularly informed on progress as the year progresses.	Probability	4.0	4.0	-	Escalate concerns through Board to express dissatisfaction with: (i) credibility of budget and challenge process that went into this; and (ii) current year financial performance. Unlikely to help as little more can be done vs. what's being done already	While revenue targets will be missed for the year, management are increasingly confident of nearing or reaching operating profit targets. This is reassuring, but it does raise questions with POL's business budgeting process.
	Reputational			Impact	3.0	3.0	-	Impact		3.0	3.0	-			
	01/10/2014					[Select]	Rating	15.0		15.0	-	Rating	12.0		
18	NFSP relationship	NFSP discussions with POL on long term future, and specific initiatives, break down leading to a withdrawal of support for HMG policy. If agreement with POL can not be found, merger with CWU can not be ruled out.	Potential to undermine NT as a strategy, or VFM, with consequent financial / subsidy impacts. Could attract negative political interest raising reputational risks in the early months of 2015/	[Select]	Probability	4.0	4.0	-	Encourage POL to work with NFSP and seek their support. Consider engaging directly if considered appropriate (or if requested by the NFSP leadership). Keep Minister apprised of developments.	Probability	3.0	3.0	-	Engage directly more frequently, including potentially with Ministers. Also build Ministerial confidence in POL's abilities (e.g. to offset NFSP criticism).	Recently met with Jo and voiced a number of expected concerns. Progress needs to be made in a number of areas but presently, is being held back by the "future funding" hurdle. Reassuringly the NFSP was supportive of POL at the recent BISCom.
	[Select]			Impact	4.0	4.0	-	Impact		4.0	4.0	-			
	03/10/2014					[Select]	Rating	16.0		16.0	-	Rating	12.0		
19	CWU relationship	Inability to agree pay deal leads to strike action that negatively affects POL operationally, commercially and reputationally. CWU not supportive of NT, and likely to be negative on Expansion, creating adverse noise	Strike action in the Supply Chain could be operationally disruptive is sustained over a period, and likely to hurt POL commercially. CWU would certainly seek to leverage strike action in media and politically. Risk of contagion into wider CWU represented workforce.	[Select]	Probability	0.0	0.0	-	As an operational matter, Govt is not involved in pay negotiations. ShEx to continue to engage POL to ensure they enter negotiations from a commercial perspective. Understand the risks	Probability	0.0	0.0	-	Inform and reassure Ministers regarding POL strategy and progress to avoid panicked response to any strike action.	CWU executive has endorsed a negotiations agreement - a deal which resolves all issues in dispute and gives pay stability for over two years in supply chain and admin. Removing the risk of ongoing strike action. Next pay review date for supply chain and admin is 1 April 2017. Risk thus closed.
	[Select]			Impact	0.0	0.0	-	Impact		0.0	0.0	-			
	03/10/2014 - terminated 07/01/2015					[Select]	Rating	0.0		0.0	-	Rating	0.0		
20	DVLA new work	GDS rules prevent DVLA from working with POL to deliver new services, despite DVLA and POL wishing to do this work.	Impact on GS strategy as POL would not be winning new revenue. Increases risk of HMG being criticised for not fulfilling commitments re: front office for government. Could lead to POL deprioritising GS in their strategy as new work not coming through.	Finance	Probability	2.0	2.0	-	ShEx encouraging dialogue between GDS & DVLA to identify barriers and unblock if possible at official level. Recommendations developed for Cabinet Cttee could help here if accepted.	Probability	2.0	2.0	-	Ministerial intervention.	Announcements this side of Purdah are unlikely, but POL continue to work with DVLA on new services (including under FOCS)
	Strategy			Impact	3.0	3.0	-	Impact		3.0	3.0	-			
	03/10/2014					Reputational	Rating	6.0		6.0	-	Rating	6.0		
21	POL pension scheme	[Overview]	[Insert Comment]	Finance	Probability	-	-	-	[Insert Comment]	Probability	-	-	-	[Insert Comment]	[Insert Comment]
	People			Impact	-	-	-	Impact		-	-	-			
	27/02/2015					Reputational	Rating	n.a.		n.a.	-	Rating	n.a.		
	Governance/Board appointments			Operational	Probability	2.0	-	D		Probability	2.0	-	D		

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22	Richard Callard	Appointment of new Chair is delayed or paused, leaving a vacancy for the Chair when current Chair steps down in July. May also impact recruitment of new SID when the incumbent's post ends in September.	POL's Board will not have a Chair. SID could step in to Chair role, but his term expires in September and we would need Ministerial approval to extend it.	People	Impact	3.0	-	D	Chair appointment timetable should allow new Chair to be appointed before July, assuming Ministers are content to make decision. We will prioritise advice on the Chair appointment as part of early Ministerial briefing	Impact	3.0	-	D	We should consider agreeing with the SID that he can take over the Chair role in the short term, and whether he would extend his contract.	Closing date for the Chair recruitment search is 11 March. Absent any Pordah guidance, we are continuing with the process, with approval of the PAA.
	27/02/2015			Reputational	Rating	6.0	n.a.	D		Rating	6.0	n.a.	D		
23	Cliff Proposal	The POL is unable to execute its plans for the "Cliff" leading to NT not being completed and c.2,000 branches remaining unconverted. This could be bad planning, NFSP reacting against the Cliff or Ministerial resistance.	If NT is not delivered in full this has financial and commercial consequences for POL. Similarly if the NFSP do not support POL's plans they might take action which could have broader consequences, e.g. also for Network Development.	Finance	Probability	4.0	-	D	We are working closely with POL to ensure the content and timing of its plans are acceptable and that Ministers are briefed. We are also encouraging, from both sides, a greater level of engagement with the NFSP.	Probability	2.0	-	D	Until the nature of the risk becomes clear it is difficult to set out further mitigating actions. These will be specific to the timing and circumstances.	We have met with POL recently and briefed Jo on current plans. Jo also encouraged greater engagement from the NFSP at her recent meeting with them. Next milestone will be the subpostmaster letter in March.
	Tim McInnes			Operational	Impact	4.0	-	D		Impact	2.0	-	D		
24	27/02/2015			Strategy	Rating	16.0	n.a.	D		Rating	4.0	n.a.	D		
	IT Infrastructure	POL is undertaking a large scale and widespread transformation of its IT infrastructure in the next few years; this in itself is high risk but core parts of POL's strategy rely on it too.	If the IT transformation is managed poorly it could trigger service disruption across the network, and also impact on the delivery of POL's commercial strategy (incl. if rollout is delayed). This has important commercial consequences too.	Operational	Probability	3.0	-	D	We are staying close to POL to understand its plans although as a purely commercial matter we do not have direct influence. Richard Callard is looking at this closely given his position as NED on the Board.	Probability	2.0	-	D	See previous; this is a commercial issue for POL so aside from escalating monitoring and / or escalating through the Board we have limited levers.	As we move closer to implementation we will set out more formal monitoring structures, although at the moment we are staying close to the IT team on a day to-day basis. Our relationship is open, which is reassuring.
	Tim McInnes			Finance	Impact	5.0	-	D		Impact	2.0	-	D		
25	27/02/2015			Information	Rating	15.0	n.a.	D		Rating	4.0	n.a.	D		
	Cyber Security	POL Board and senior team are not considering sufficiently the risk of cyber attack on the business.	POL is at increased risk of cyber attack and suffers reputational damage and/or loss of business.	Operational	Probability	2.0	-	D	Board have been briefed by CPNI	Probability	2.0	-	D	To be developed	TBC
	Laura Thompson			Legal	Impact	4.0	-	D		Impact	4.0	-	D		
25	27/02/2015			Reputational	Rating	8.0	n.a.	D		Rating	8.0	n.a.	D		
	[Risk Name]	[Overview]	[Insert Comment]	[Select]	Probability	-	-	-	[Insert Comment]	Probability	-	-	-	[Insert Comment]	[Insert Comment]
	[Risk Owner]			[Select]	Impact	-	-	-		Impact	-	-	-		
25	[Date of Entry]			[Select]	Rating	n.a.	n.a.	-		Rating	n.a.	n.a.	-		