

Ru/D (u/n)	Risk Description	Key Causes	Key Consequence	Status	Risk Category	Risk Owner	Key Mitigations	Direction of Travel	Equalised related risk	Exposure without impact	Impact	Risk Rating	Monetary Impact of risk £K	Exposure with impact	Risk Rating	Date	Progress	Actions to be undertaken (Exclude details as appropriate)	Resp. Officer	Excluded to: OHS/COM	Excluded to: Programme Board	Excluded to: Programme Manager or sponsor	Excluded by:	Date	Corporate Strategy Theme	Portfolio Flag	Date risk identified	Exacerbate Flag	Date Risk Closed	Closed by:	Amends / Updates Completed Date:	By:		
HT_R004	CLIC: There is a risk that we will not be able to replace this system before it reaches EOL in Q4 2023.	System was procured separately from the main Housing management systems and from another supplier (Salesforce). Due to be replaced by this programme but contract not aligned to core systems.	Which may lead to: (i) Increased and unplanned costs linked to extending support for 12m (ii) A move away from the Single Supplier / Single Platform strategy.	Open	Project/Programme Management	Jo Freer	1. We are discussing the process to extend support with Netix Partners 2. Annual support cost is £60k per annum. We would need to submit an extension request by Dec-23. We have increased the risk rating in line with this and raised the matter with Craig Cook / DCC. 3. No issue if Salesforce are the preferred bidder as they will support their old products until replaced with new versions. 4. Requirement for any new supplier to support CLIC could be included. 5. We will extend support if necessary until new contract is in place.	A	N	3	5	15	£70,000.00	3	6	25/01/2022	Closed	Update 22/11/22: Salesforce have confirmed to Jo Freer that support will not be available beyond Dec-23. We have increased the risk rating in line with this and raised the matter with Craig Cook / DCC. 1. Salesforce have confirmed that CLIC is EOL on 31/12/23. Jo Freer is approaching them to see discover what ad-hoc / T&M life support could be offered if needed in 2024.																
HT_R016	Resources (staff): There is a risk that SMEs and stakeholders may not be available as needed	Recruitment freeze, staff shortages and change fatigue all contribute to SME attendance / contribution shortfall. Due to BAU, the impending re-org and the BC holiday year ending in May 22 (the middle of planned requirements activities).	Which may lead to: (i) Increase number of workshops and S2S that extend project plans. (ii) Delay to completion of requirements / process modelling and gap analysis. (iii) PM and BA unavailable to start OCS as planned. (iv) Future support for critical activities such as data migration, implementation and training.	Open	Project/Programme Management	Stewart McDermott	1. This is represented at project level in each of their BAUs. 2. Re-org will affect some areas more than others (e.g. Sara and Gillian) - being factored into plans. 3. Leave may impact timelines - we will focus efforts in April-22 to close back any time lost.	A	N	2	3	6		1	3	22/05/2022	Open	Update 22/11/22: to be raised at programme board on the 28th. It is assumed that the business will support the programme until valid, given potential cost drive changes? 1. Most requirements completed as of 22/5/22. Business users remain very supportive of the programme and attendance etc. rarely an issue.																
HT_R020	Civica Support: There is a risk that the current two year support agreement (May-24) is not enough to complete the programme	As of 08.03.22 we have 24m to complete requirements, procurement and deliver technical and business change. This is a very small time window with little contingency.	Which may lead to: (i) Higher additional support costs if an optional extension is not agreed by Summer 2022.	Open	Project/Programme Management	Jo Freer	1. Discuss additional extension period (optional) with Civica, Rachel Lovelock.	A	N	2	3	6		2	1	25/07/2022	Open	Update 22/11/22: Added Procurement if extension can now be agreed with Civica. Raised with Gerard Harris. Update 21/11/22: Procurement confirmed in Oct-22 that BC cannot extend this contract until the ITT has closed and the winner identified, as it could look like favourable terms were being offered. 1. 22/5/22 - Civica have offered a 12m optional extension to 2024, with terms acceptable to BC. 2. Check the extension price in the procurement board for approval (HCPWP)																
HT_R025	Risk: there is a risk that data quality is so low that this impacts upon the ability of the new service to meet our requirements for reporting, analysis etc.	Multiple databases currently supporting disparate systems has led to existing data quality issues, including duplication.	Which may lead to: (i) Additional time needed for data cleansing and migration. (ii) Increase in costs related to (i) above.	Open	Project/Programme Management	Nyriam Sefie	We have formally engaged the ISA team to build a data dictionary, including schemas, for databases linked to the main systems. This should identify any major data concerns.	<	N	2	3	6	£600,000.00	2	3	6	Open	Update 22/11/22: Funds for migration resources included in FBC. 1. ISA engaged to build data dictionary. Complex Dec-22 (extended to cover all areas).																
HT_R029	There is a risk that BC-wide change (e.g. MFT) could impact upon the Programme.	Structure of Housing has been changed already by Common Activities with programme-affiliated resources being moved to the corporate centre.	Which may lead to: (i) Resources being unavailable due to new / changed roles. (ii) "Change Fatigue" impacts on our ability to deliver the programme.	Open	Project/Programme Management	Donald Graham	1. Programme has engaged a change manager and managing external factors is within their remit. 2. The programme regulatory needs with DG are being reviewed.	A	N	3	3	3		1	3	3	Open	11/10/22 Current position (e.g. common activities) being reviewed as the programme needs someone / a new project to take forward Change and Benefits Realisation linked to this. Upped rating as BCW issues may lead to a wider re-org.																
HT_R030	There is a risk that the programme may not deliver all outcomes by May 24.	The programme Timeline is very tight for a major systems replacement initiative. We have some "float" within the plan but a significant event (i.e. contract delay, extension to procurement) would soon consume this and put the Critical Path at risk.	Which may lead to: (i) Delays to Phase Two, which will cause a Programme Issue (see "22 below). (ii) Additional support costs for some legacy systems (formal and tacit effort etc). (iii) Legacy systems remaining operational beyond end of life (e.g. CLIC). (iv) Additional supplier costs related to either acceleration or extension. (v) Reputational risk / user confidence may impact landing the new systems with staff.	Open	Project/Programme Management	Stewart McDermott	Change risk	<	N	2	5	10	£1,300,000.00	2	3	6	Open	2/9/22: Civica have stated that their offer below expires on 30/9/22. Decision to reject this is confirmed. Sara Aggarwal in discussion with Donald Graham. 30/9/22: Civica have offered to extend the contract extension to a fixed by deal but not as an optional extension. This was discussed at the Jun-22 programme board and the decision taken to reject this offer.																
HT_R031	There is a risk that the Procurement stage may not start / and as planned.	The programme is currently on its third procurement manager #3 has reviewed #2 work and found it lacking in quantity and quality. The procurement stage has slipped by 6-8w as of 27/7/22.	Which may lead to: (i) Delay to the start of the procurement, beyond 15/12, which will impact the Phase #2 Critical path (FBC). (ii) Delay to the start of Phase #2 which requires the supplier to tender contract and in place. (iii) Impact on the overall programme plan and costs associated with this.	Open	Project/Programme Management	Geraint Harris	Procurement has been explained to start no later than 1/10/22, with bidders having 2m required by 30/11/22. The team is very tight but currently activities are on schedule.	V	N	2	5	10			0		Open	Update 22/11/22: all scores have been received and Gerard has started moderation. Downgraded Risk to Amber to reflect this. Update 20/9/22: ITT has been updated to ProContract and competitive procurement has started. 3/8/22: We have asked CCS for an extension to the framework end-date. 2. We have asked legal for any other remedies that would mitigate the contract not being signed in Feb-23 (e.g. Letter Of Intent, backdated contract etc.)																
HT_R032	There is a risk that the Business Case Approval will not be completed in time to sign an Agreement before the framework expires in Feb-23.	Current timeline for FBC approval means we have to follow a lengthy process and gain multiple sign offs from specific meetings on fixed dates. Given the delays encountered with procurement (resource issues), this will be very difficult to achieve.	Which may lead to: (i) NEC not ready for approval at Feb-23 cabinet. (ii) NEC not able to agree a new contract with the Preferred Supplier before the framework expires. (iii) The procurement may have to be re-run, potentially causing significant delays.	Open	Project/Programme Management	Geraint Harris	Current options available, if the FBC is not ready or not approved at the Feb-23 cabinet: (i) Agree a Letter Of Intent with the Preferred Supplier, covering their costs until Cabinet approves the FBC and a contract can be signed. (ii) Re-issue the ITT using whichever framework replaces BM382, using the same documents, to the same supplier, but with a nominal clarification time and short (e.g. 5d) period before submission are due.	<	N	2	5	10		2	3	6	Open	Update 22/11/22: Legal (Richard Bakewell) has completed review of FBC. 8/10/22 Raised with Legal - asked how we can mitigate this. They have passed it back to Procurement.																
HT_R033	There is a risk that one of the losing bidders decides to challenge the outcome of the Procurement.	Whilst we are endeavouring to run a full and fair procurement, when an incumbent supplier is bidding there is a heightened risk that they could challenge the outcome if they do not win. Incumbent suppliers often believe themselves to be in an inherently stronger position than new competitors.	Which may lead to an extension of the Procurement phase as the Challenge is dealt with, scoring may need to be reviewed again, bid re-submission etc.	Open	Project/Programme Management	Geraint Harris	Current options available, if the FBC is not ready or not approved at the Feb-23 cabinet: (i) Agree a Letter Of Intent with the Preferred Supplier, covering their costs until Cabinet approves the FBC and a contract can be signed. (ii) Re-issue the ITT using whichever framework replaces BM382, using the same documents, to the same supplier, but with a nominal clarification time and short (e.g. 5d) period before submission are due.	<	N	2	5	10		1	3	3	Open	11/10/22 - will not be clear until procurement ends in Nov-Dec-22.																
HT_R032	There is a risk that one or more bidders may ask for an extension and that this will compromise reaching Cabinet for approval by Feb-23.	Current timeline for FBC approval means we have to follow a lengthy process and gain multiple sign offs from specific meetings on fixed dates. Given the delays encountered with procurement (resource issues), this will be very difficult to achieve.	Which may lead to: (i) NEC not ready for approval at Feb-23 cabinet. (ii) NEC not able to agree a new contract with the Preferred Supplier before the framework expires. (iii) The procurement may have to be re-run, potentially causing significant delays.	Open	Project/Programme Management	Stewart McDermott	Current options available, if the FBC is not ready or not approved at the Feb-23 cabinet: (i) Agree a Letter Of Intent with the Preferred Supplier, covering their costs until Cabinet approves the FBC and a contract can be signed. (ii) Re-issue the ITT using whichever framework replaces BM382, using the same documents, to the same supplier, but with a nominal clarification time and short (e.g. 5d) period before submission are due.	<	N	3	5	15		2	3	6	Closed	20/10/22 Procurement confirmed all four expected submissions received when agreed. 11/10/22 NEC have asked for a 2w extension for the second time. This has been rejected.																
HT_R033	UK: There is a risk that assessing the product just against requirements may not translate into the expected "hands on" user experience.	Without evaluation the Preferred Suppliers proposed solution, it is hard to predict if can do what we want in a user-friendly way.	Which may lead to: (i) Potential risk of over-promising and under-delivering a product which doesn't match requirements.	Open	Project/Programme Management	Stewart McDermott	We will fully evaluate the suppliers proposals and consider UX. Scoring will reflect this.	A	N	1	3	3		1	2	3	12/10/2022	Open																
HT_R034	There is a risk that implementation is delayed as the service does not have the skills or capacity to participate in implementation (building the systems, changing processes, training etc)	Concerns raised by project exec re: skills / availability of staff in light of BAU pressures and Common Activities.	Which may lead to: (i) An extension to the implementation schedule (ii) Increased delivery costs, and (iii) Increased / extended support costs for legacy systems.	Open	Project/Programme Management	Stewart McDermott						9			0																			
HT_R035	There is a risk that the business and support functions are not sufficiently resourced to support the programme going forward.	Concerns have been raised by several programme and project stakeholders regarding the impact of expected cost-drive changes in 2023.	Which may lead to: (i) An increase in programme costs if external resources are required to deliver implementation / delivery tasks. (ii) Increased delivery costs, as the supplier uses their team to fill gaps (e.g. data migration) (iii) Increased / extended support costs for legacy systems. At the	Open	Project/Programme Management	Sarah Scalet / Donald Graham		A	N	3	3	9	£200,000.00		0																			
HT_R036	Contract - not enough time											0			0																			
HT_R037	data migration resources and expertise											0			0																			
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