

Risk Log for Business Enablement Programme

Key:	Impact	5 - Major, 4 - very significant, 3 - significant, 2 - moderate, 1 - minor
	Likelihood	5 - almost certain, 4 - likely, 3 - possible, 2 - unlikely, 1 - rare

ID	Date Raised	Workstream	Description	Impact	Likelihood	Score	Mitigation	Owner(s)	Last Reviewed	Post Mitigation Impact	Post Mitigation Likelihood	Post Mitigation Score
1	01 Nov 2018	Modern Workplace and APM	Problems are experienced with programme funding. Outstanding work cannot be completed and the business benefits cannot therefore be realised	5	4	20	<p>Ensure scope and plans are aligned to available BEP funding. Engage Finance and programme sponsor in business case approval process early and with ongoing financial reporting and management.</p> <p>APM: The scope of APM has been defined in the approved APM Infrastructure Refresh Business case in line with the BEP funding envelope. Monitoring of costs and benefits forms part of the operational delivery of the programme and is reported on monthly to the APM board with any associated risks and their mitigations</p> <p>MW A new rollout baseline was set and there were successful increased weekly rollout volumes week on week. Lessons were learnt quickly and adopted to yield success. The entire rollout delivery in the main has been remarkably achieved in a mere 6 months and currently stands at 93.4% complete (in scope devices).</p>	Dean C, Chris N	16 Mar 2020	5	3	15
2	01 Nov 2018	Modern Workplace and APM	Resource problems negatively affect programme delivery. Resource gaps prevent timely delivery of projects. Lack of availability of resources at the time they are needed prevent timely delivery of projects. Quality of deliverables / realisation of benefits is affected. Absence that cannot be predicted affects timely project delivery	5	4	20	<p>Devise resourcing requirements from plans and resource accordingly. Devise and assign to an optimal resource model aligned to delivery. Ensure funding is available to secure the resources.</p> <p>APM: Resource plans are heavily dependant on internal resource to deliver, however budget has been provisioned for the use of 3rd parties to supplement the team. Dependency planning has been undertaken at intra-programme level to assess resource constraints.</p> <p>Covid19 resource planning has also been undertaken to identify fall back/ cover in order to mitigate a drop in resource availability where possible</p> <p>MW Programme turnaround remarkable. Resource gaps identified / highlighted / restructured as part of the entire programme delivery reshaping exercise. Win10 showed fantastic recovery and throughput.</p>	Dean C, Chris N	16 Mar 2020	5	3	15
3	01 Nov 2018	Modern Workplace	Approvals and decision-making processes negatively affect programme delivery. The project is delayed or poor quality solutions are put live with subsequent detrimental impact on live business operations	4	5	20	<p>Ensure early definition of and engagement with decision-makers and clarity of decision-making criteria.</p> <p>Strategy and decision-making process redesigned as part of delivery re-shaping. Improved quality solutions introduced. Remarkable turnaround.</p>	Dean C	11 Apr 2019	3	3	9

4	01 Nov 2018	Modern Workplace and APM	Stakeholder engagement problems negatively affect programme delivery. The project is delayed or poor quality solutions are put live with subsequent detrimental impact on live business operations	5	4	20	Ensure stakeholder engagement is included and prioritised in overall plan and adequately resourced. Stakeholder engagement vastly improved. New tactics included closer communication and the correct team and operational management spearheading approach.	Dean C, Chris N	11 Apr 2019	3	3	9
6	01 Mar 2019	Modern Workplace and APM	The digital skills and culture change needs of the organisation may demand far more effort than planned for and funded within the programme, but are essential to deliver the new ways of thinking and working necessary to exploit the opportunities enabled by the new technologies being implemented. This could result in potential delays and overspend on the programme as well as widespread change issues across the work force.	5	5	25	Engage HR in the programme to align staff engagement with the work force strategy, and Forward Together. Ensure detailed HR involvement in the programme to ensure alignment. APM: The APM Infrastructure Refresh Business Case makes a provision for staff training in the technologies being introduced, along with substantial supplier led engagement on design and installation to embed an understanding of the technology within IT&D. MW No rebaselined delays or overspend.	Dean C, Chris N	16 Mar 2020	5	3	15
7	30 Nov 2019	APM	A large proportion of the councils server hardware and platform software is reaching end of life over the next 2 years increasing the risk of hardware failures and security risks.	4	5	20	Purchase of extended support where appropriate, combined with targeted prioritisation of upgrades and migration to new hardware and software platforms	Chris N	16 Mar 2020	4	3	12
8	12 Feb 2019	APM	The ERP Programme does not complete by March 2021. This will impact the ability for BCC to exit the existing data centres and decommission them impacting budget and savings.	5	3	15	Ensure close contact with the ERP Programme to keep abreast of likely impacts. Tactical options to move SAP from council's data centres to be investigated. ERP Programme is in the process of validating the GO Live Date	Chris N , Imran J	17 Mar 2020	3	4	12
9	10 Aug 2018	Networks	Project Funding	3	1	3	Secure sufficient funding to cover the required programme deliverables or amend the scope of the programme's deliverables to match the available funding.	Hitesh Patel	17/03/2020	3	1	3
10	10 Aug 2018	Networks	Project Time	3	2	6	Plan the project with realistic time scales or task completion and include contingency in the plan.	Hitesh Patel	17/03/2020	3	1	3
11	28 May 2019	Networks	Voice Strategy	3	1	3	Work closely with the Architecture Team and Modality (who are producing the strategy) to ensure all areas are covered	Hitesh Patel	17/03/2020	1	1	1
12	28 May 2019	Networks	Network Strategy	2	1	2	Work closely with Capita to ensure that milestones are set and kept to ensure timely production.	Hitesh Patel	17/03/2020	1	1	1

13	31 Jul 2019	Networks	Replacement Cisco 6509 Line cards	4	1	4	Decision taken to implement a tactical solution to extend the life of the existing kit. Solution involves the replacement of the Birmingham Library switches allowing these to be used as spares	Hitesh Patel	17/03/2020	4	1	4
14	31 Jul 2019	Networks	HSCN connection	4	1	4	Virgin Media Solution has been chosen. Awaiting dates solution will be implemented	David Mustin	17/03/2020	4	1	4
15	31 Jul 2019	Networks	Termination of GCSx	3	2	6	The quote for the termination of the GCSx capability has been delivered and checked. A budget code to fund the work is required	Raj Mack	17/03/2020	1	1	1
16	31 Jul 2019	Networks	2019 PSN Assessment	4	1	4	The 2019 assessment has been paused by mutual consent until the roll-out of Windows 10 has been achieved	Phil Degg	17/03/2020	4	1	4
17	16 Sep 2019	Networks	Telephony Resource	2	1	2	Additional resources hare being recruited.	Bipin Parmar	17/03/2020	2	1	2
18	16 Mar 2020	Networks	Category Management	3	1	3	A new person is due to start at the end of March, who will be allocated to the Network projects.	Bipin Parmar	17/03/2020	3	2	1
19	16 Sep 2019	Networks	Network Resource	3	2	6	Projects to be scheduled wherever possible to avoid conflict. In addition contract staff could be engaged to cope with peaks in demand.	Bipin Parmar	17/03/2020	2	1	2
20	16 Mar 2020	Networks	Cabinet Approval	3	2	6	Ensure all relevant information is included in the business by liasing with stakeholders etc.	Mark Wilson	17/03/2020	2	1	2
21	16 Mar 2020	Networks	Network Resource	3	2	6	Projects to be scheduled wherever possible to avoid conflict. In addition, contract staff could be engaged to cope with peaks in demand.	Bipin Parmar	17/03/2020	2	1	2
22	16 Mar 2020	Networks	Network Resource	3	2	6	projects to be scheduled wherever possible to avoid conflict. In addition additional contract staff could be engaged to cope with peaks demand.	Bipin Parmar	17/03/2020	2	1	2
23	08 Mar 2019	Networks	There is a risk that BCC does not achieve its PSN accreditation for 2019	5	2	10	Discussions have been held with the PSN Assessor to defer the 2019 assessment until after the roll-out and deployment of Windows 10. Verbal agreement has been gained - written confirmation is required	Mark W	12/04/2019	5	1	5