

## CareFirst Replacement - Risk Assessment

Reviewed: 13th July 2017

RISKS TO BE MANAGED									
Risk Ref.	Risk Description (risk, cause & impact)	Opening Threat Level e.g. 2x4=8			Proposed Mgt Action	Previous Threat Level e.g. 2x4=8			Risk Owner
1	<p>Risk: The implementation is not completed within the agreed timescales.</p> <p>Impact: Failure to achieve transformation within the necessary timescales resulting in negative impact to the business areas.</p>	3	4	12	<p>* Engage with the supplier to agree a mutually agreed implementation timeframe and manage the implementation closely.</p> <p>* Engaging with other LA's currently in implementation to apply Lessons Learned.</p> <p>* Ensure the contract is robust and includes penalties for delays and/or non-delivery.</p>	2	2	4	Mark Metcalfe (SB)
2	<p>Risk: The system does not deliver the necessary outcomes for the business areas.</p> <p>Impact: Failure to achieve necessary transformation resulting in negative impact to the business areas.</p>	5	2	10	<p>* All Mandatory Requirements were met as part of the Procurement Scoring.</p> <p>* Work with the supplier during configuration.</p>	2	2	4	Alastair Gibbons/Graeme Betts
3	<p>Risk: The necessary resource is not available to support the implementation.</p> <p>Cause: Lack of appropriate skilled resources to support the project or back-fill release of appropriate internal resources due to recruitment constraints.</p> <p>Other ICT changes have an impact on the delivery of the project.</p> <p>Future Council and the FOM may introduce an alternative operating model changing the requirements round Social Care ICT Solution.</p> <p>Impact: The system is not delivered within the agreed cost and quality tolerances resulting in failure to achieve necessary transformation resulting in negative impact to the business areas.</p>	4	4	16	<p>* Resource Plan developed in advance</p> <p>* Ensure appropriate funding for difficult to fill technical roles on day rates</p> <p>* Robust Dependency Management</p> <p>* Robust Change Management Process</p> <p>* Engagement with Directorate and Corporate Governance</p> <p>* Ensure regular contact with the Future Council and FOM leads</p>	3	3	9	Alastair Gibbons/Graeme Betts
4	<p>Risk: The system is not configured in such a way as to bring service improvement.</p> <p>Cause: Birmingham during the configuration move away from the 'Best Practice' configuration and bespoke the system thus removing the efficiencies.</p> <p>Impact: Failure to achieve necessary transformation resulting in negative impact to the business areas.</p>	4	3	12	<p>* Robust Change Control processes in place including Design Authority</p> <p>* Strong steer from Project Sponsors that bespoke development will not be supported</p> <p>* Clear comms strategy</p>	1	2	2	Alastair Gibbons/Graeme Betts

5	<p>Risk: Lack of engagement with the new system</p> <p>Cause: Users do not feel engaged with the process and feel 'done to' rather than involved in the process.</p> <p>Impact: The system is not used, work around are built into the process and the objectives of the project are not met.</p>	3	4	12	<ul style="list-style-type: none"> <li>* Robust Comms and Engagement Strategy</li> <li>* Dynamic Training Programme</li> </ul>	2	2	4	Alastair Gibbons/Graeme Betts
6	<p>Risk: Changes to the Service Birmingham Operating Model/Contract result in an impact on the new contract</p> <p>Impact: Contractual Implications between Service Birmingham, the Supplier and BCC</p>	4	4	16	<ul style="list-style-type: none"> <li>* Contract to include novation clause to ensure that transfer of ownership will be possible in the event of a change.</li> </ul>	1	1	1	Peter Bishop
7	<p>Risk: Data Migration is delayed and/or requires additional resource to complete</p> <p>Cause: Data Quality is very Poor in the existing CareFirst System making it challenging to migrate.</p> <p>Impact: The system is not delivered within the agreed cost and quality tolerances resulting in failure to achieve necessary transformation resulting in negative impact to the</p>	4	4	16	<ul style="list-style-type: none"> <li>* Data Cleansing resource allocation included in the resource plan.</li> <li>* Services included in the contract with Service Birmingham and the Supplier to support this process.</li> <li>* Regular data error reporting included within the plan.</li> </ul>	3	3	9	Peter Bishop
8	<p>Risk: Changes within the Children's Trust result in Change Control or Delays</p> <p>Cause: The Children's Social Care Service is moving into a Children's Trust in April 2018. There is a significant amount of organisational and IT change in preparation for the go-live.</p> <p>Impact: The system is not delivered within the agreed cost and time tolerances resulting in failure to achieve necessary transformation resulting in negative impact to the business</p>	4	3	12	<ul style="list-style-type: none"> <li>* Robust Dependency Management</li> <li>* Ensure regular contact with the Children's Trust Project</li> <li>* Robust Change Control Process</li> </ul>	3	3	9	Alastair Gibbons
9	<p>Risk: Changes within the estimated costs of the project</p> <p>Cause: Chanegs to availability and cost of temporary City Council resources required to implement the the project. Changes due to unforeseen omissions in requirements or changes in circumstances.</p> <p>Impact: The system is not delivered within the agreed cost tolerances resulting in negative financial impact to the</p>	4	3	12	<ul style="list-style-type: none"> <li>* Robust project financial monitoring</li> <li>* Regular review of spent to date and forecast with Project Accountant.</li> <li>* Contingency finance within the FBC</li> <li>* ICT governance sign off/ Visibility of orders</li> <li>* Robust Dependency Management</li> <li>* Robust Change Control Process</li> </ul>	3	3	9	Alastair Gibbons/Graeme Betts