

Risk Ref	Probability	Impact	Risk Score	Level of Risk	Description of Risk	Current Status	Risk Mitigation	Date Risk Identified	Date Updated	Owner	
RSK-PROG(1)-EASY001			12	Medium	Failure to manage Programme and Projects effectively -	The PID plan and structure have been completed for the implementation phase. The Programme Office must continue to implement and maintain robust programme plans, tools and controls. Key products have been mapped in the project portfolio and products descriptions produced. The highlight reporting process has been implemented to give the PMO an overarching view of the projects. PMO needs to maintain buy in from projects to the controls process. risk has increased in the last month due to movement of programme office staff onto project work and half a post in the programme office leaving.	Increasing	Reduction	03-Feb-05	21-Jun-06	Tony Marvell
RSK-PROG(1)-EASY006			4	Very Low	Failure to improve service efficiency and accessibility will be badly received by customers	service areas to supply appropriate resources to sign off the outputs of the programme. High degree of attention of the product description and assoc quality plans. Design Authority will perform a product assurance role.	No Change	Reduction	03-Feb-05	21-Jun-06	Tracey Carter
RSK-PROG(1)-EASY007	5	4	20	high	Failure to meet PSO targets with potential of a reduced overall CPA score with commensurate reputation damage, negative comments and scores in individual service inspection	PSOs have been mapped and prioritised. Due to changes in prog timescale the PSOs delivered by easy will not meet the March deadline. PSOs outside easy need to be more closely monitored. IDA have been advised of this define scope and appoint owner.	No Change	Reduction	03-Feb-05	21-Jun-06	Tracey Carter
RSK-PROG(1)-EASY008	3	4	12	Medium	Scope of benefits realisation work not identified causing the risk that the programme cannot fund itself through later phases?	Depends on the success of phase one and the BC for later phases. Proactively forecasting the points where funding is required and monitor potential external funding routes rigorously. Rev gap will be met by imp phase and taking business case to directorates. MI and SLAs will be set up to monitor benefits of phase 1b. Benefits management strategy is being formulated and programme director has presented strategy to business change managers.	No Change	Prevention	03-Feb-05	21-Jun-06	Tracey Carter
RSK-PROG(1)-EASY011			12	Medium	Cultural resistance to change may impact the effectiveness of the programme and must be managed	communicate key messages to achieve buy in via robust coms plan (see risk 13). Prog is structured in phases so YCC can prove business case and benefits to the rest of the council. YPAL and switchboard staff have been successfully moved to the YCC in June	No Change	Reduction	03-Feb-05	21-Jun-06	Simon Wiles
RSK-PROG(1)-EASY013			16	Medium	failure to communicate effectively to staff impacted by the programme.	staff and union consultation process now in place and HR expert for the programme managing the engagement with impacted staff and unions	No Change	Reduction	03-Feb-05	21-Jun-06	Tracey Carter
RSK-PROG(1)-EASY014			8	Low	Failure to engage all stake holders	work on robust strategy which addresses the key stakeholder groups and ties in with programme plan has been completed. Coms plan for one year now signed off by the Board .	No Change	Reduction	03-Feb-05	21-Jun-06	Tracey Carter
RSK-PROG(1)-EASY017			8	Low	Unknown extent to which pent up customer demand will be released.	Solution Design sizing model takes this into account and plan extra to cope for contact centre. May have to accept a dip in service levels initially if demand peaks and then levels off. The assumptions were built into the erlang model. Further work is being done on call volumes and bounce back rates.	No change	Reduction	03-Feb-05	21-Jun-06	Tracey Carter
RSK-PROG(1)-EASY018	3	4	12	medium	the programme may not have the required in house skills and knowledge at the relevant time	where necessary if relevant skills to deliver and maintain the solution are not available the programme will recruit externally. There will be skills transfer from the solution provider for future phases.	no change	Reduction	03-Feb-05	21-Jun-06	James Drury
RSK-PROG(1)-EASY024	3	4	12	medium	Risk that back office systems will be inadequate for integration	Assessment of back office systems ongoing and new back office stream added to programme structure. A technical and integration design document in currently being worked up.	No Change	Prevention	03-Feb-05	21-Jun-06	Tracey Carter
RSK-PROG(1)-EASY026			6	Low	political control of the Council may change away from Lib Dems majority causing a change to the priority of the e-Government Programme	In this event the Programme may need to be halted until relevant revised milestones were agreed or the Programme closed down. All members identified in the stakeholder management strategy	No Change	Acceptance	03-Feb-05	21-Jun-06	James Drury

RSK-PROG(1)-EASY03			4	Very Low	Impact of potential YCC opening hours on existing ITT support staff and contractors - extended support hours to cover times.	Proposal is to accept risk of possible down time with no ITT support during extended hours. This risk will not someone an issue until May 2007 due to decision taken on opening hours	decreasing	Reduction	03-Feb-05	21-Jun-06	Tracey Carter
RSK-PROG(1)-EASY033			12	Medium	The programme is unable to obtain resources from the directorates to support the programme.	a transition project to interface with directorates has been established and Business Change Managers appointed for each directorate.	No Change	Acceptance	10-Jun-06	21-Jun-06	Stewart Halliday
RSK-PROG(1)-EASY036			15	Medium	competition for service improvement resource alongside corporate objectives (PIT team) and CYC financial position.	The Programme Board has had confirmation from Service Improvement head that easy@york work is a priority.	No Change	Prevention	08-Jul-05	21-Jun-06	Tony Marvell
RSK-PROG(1)-EASY040			15	Medium	complexity of the Integration for the technical solution and costs may cause barriers for implementation.	an integration design spec is to be agreed as part of the implementation work.	no change	Prevention	08-Jul-05	21-Jun-06	Tracy Pratt
RSK-PROG(1)-EASY047			20	High	Ineffective working relations with Unions leads to poor consultation with staff and potential industrial action	JCC approach has been implemented and provides a regular and consistent forum for union consultation. Need to re-enforce agreed process on an ongoing basis. Working relationship has improved but needs to be managed. Staff have now been transferred to the YCC.	decreasing	Prevention	23-Aug-05	21-Jun-06	Tony Marvell
RSK-PROG(1)-EASY058	4	4	16	High	The contract with Logica includes payment milestones and the implementation PID will include other key deadlines - under the contract terms Logica can penalise York for not being ready and resourced to meet these deadlines.	robust programme plan and PID baselined and signed off. Project plans need to be implemented and maintained to monitor the progress of the programme. This work is in progress	No Change	Prevention	11-Jan-06	21-Jun-06	Tony Marvell
RSK-PROG(1)-EASY059			12	Medium	The CTI interface being developed by Mitel is unproven and integration to the CRM may not deliver the required level of service improvements	Ensure requirements are clear and allow sufficient time for Unit Testing of the solution.	No Change	Prevention	19-Jan-06	21-Jun-06	Logica - Andrew Fowler
RSK-PROG(1)-EASY060			16	High	The components procured may encounter significant performance or reliability issues and not perform to satisfactory levels	Performance testing will prove the equipment is suitable. Testing Product Description to be agreed. The system will be piloted for a month before official launch.	No Change	Prevention	19-Jan-06	21-Jun-06	Logica
RSK-PROG(1)-EASY061			16	High	Integrations are unproven therefore risk that integration to CRM and back office does not deliver required level of service improvement	Programme Manager and Logica to monitor closely the design development and testing of integrations. The contract defines responsibility for various factors needed to make the integration work.	No Change	Prevention	19-Jan-06	21-Jun-06	Logica
RSK-PROG(1)-EASY062			12	Medium	If CYC do not resource service engagement for UAT there will be delays to requirements and testing stages	transition manager to ensure business commitment for testing and testing is being planned.	No Change	Reduction	19-Jan-06	21-Jun-06	Stewart Halliday
RSK-PROG(1)-EASY063	3	4	16	High	If approval and sign off of Design, Build and Acceptance products is not done in a timely manner there will be delays to the implementation and testing stages	CYC programme office to ensure clear quality control and sign off procedures are in place for products and monitor the process. Design Authorities are planned	No Change	Reduction	19-Jan-06	21-Jun-06	Tony Marvell
RSK-PROG(1)-EASY064			12	Medium	Insufficient CYC resources allocated for business requirements workshops resulting in repeat workshops or need for clarification	Logica to specify resource requirements and CYC to allocate resources with correct levels of knowledge and authorisation. April 2006 the programme plan has been baselined.	Reducing	Reduction	19-Jan-06	21-Jun-06	Stewart Halliday
RSK-PROG(1)-EASY067	3	3	15	Low	IMP project: Services reject the transition approach	from High light report. The programme Director and Implementation Project manager will engage with senior managers in directorates about the transition approach to achieve buy in. Business Change Managers have been appointed for wide and deep services to facilitate the transition from within the business.	decreasing	Reduction	10-Mar-06	21-Jun-06	Stewart Halliday
RSK-PROG(1)-EASY069	4	5	20	High	Failure of Back Office to effectively re-organise to new call flow requirements	from High light report . Transition team within the programme to actively manage at AD level and to be covered in SLAs. Options taken to Prog Board in March and Tel team tasked with doing analysis on calls and voicemail. Programme will engage with the BO and agree requirements	no change	Reduction	10-Mar-06	21-Jun-06	Stewart Halliday
RSK-PROG(1)-EASY073	4	3	8	Medium	The final CRM design may impact on the assumptions made in the ITT about the CYC tech infrastructure, which was based on what was known at the time	from high light report - infra. Infra PM needs to review the CRM and tech architecture designs. If there is going to be an impact on tech infrastructure the design authority will need to consider a solution at the time	No Change	Acceptance	22-Mar-06	21-Jun-06	Paul Robinson
RSK-PROG(1)-EASY074	3	3	9	Medium	The CRM is a new system therefore there is a huge risk that CYC does not fully harness the potential of the functionality and that the functionality is not sufficient enough to cope with the CYC processes.	from CRM high light report. CRM design to be matched against ITT spec and design authority to decide whether to accept the risk that some of the functionality has not been used for phase 1 b. Testing of CRM to be comprehensive	Increasing	Acceptance	29/03/06	21-Jun-06	Jane Collingwood

RSK-PROG(1)-EASY076	3	3	9	Medium	New staff (CSRs, GIS and CRM) not recruited and in place in time for the necessary training, resulting in potential rushing & poor quality of knowledge.	from YCC high light report. April, programme director has removed council barriers to recruitment and it is going ahead	decreasing	Reduction	29/03/06	21-Jun-06	Tracey Carter
RSK-PROG(1)-EASY078	3	3	9	Medium	Unknown requirement for BO CRM licences until BO impact assessment carried out for all wide processes to identify changes to BO organisation structure/roles	from issue log number 33. The impact assessment will determine if further licences are needed.	No Change	Reduction	29/03/06	21-Jun-06	Sarah Bygott
RSK-PROG(1)-EASY082	4	4	16	high	Additional processes that require mapping/detailed design and configuration will continue to emerge and potentially add to the cost and delay the go-live date of the programme.	links to issue 60. The CRM PM must identify what has not been captured via a CC and decision will be made on whether the process is out of scope and if so what the cost implications are	No Change	Reduction	12/04/06	21-Jun-06	Jane Collingwood
RSK-PROG(1)-EASY083	3	3	9	Medium	The specification for Commercial services ITT project for GPS in cabs is not yet written - the timescales for inclusion for go live is an issue.	this is a separate ITT bid not part of the programme. I may become an external dependency if the mobile working requirements work determines that GPS in cabs is needed This is a risk until scope of the mobile working requirements is determined. A project manager for the work has been assigned.	No Change	Reduction	10/05/06	21-Jun-06	Sarah Bygott
RSK-PROG(1)-EASY084	4	4	16	High	There is not sufficient resource allocated from the business and the programme to complete the Revs and Bens work in the set timescale.	An external service improvement resource has been brought in and the scope of the work has been prioritised.		prevention	21/06/06		Tracey Carter
RSK-PROG(1)-EASY085	4	4	16	High	CRM stream highlighted that the 2 way integration requirements not in scope financially - unknown sum to be paid for EXOR development. Requirements for these to be completed at the end of the YPAL sessions - so may be a delay as a result of the wait.			prevention	22/06/06		Tracey Carter
RSK-PROG(1)-EASY086					CRM design may not incorporate examples of all the functionality required and promised in the tender as the design is process driven – the capability of the CRM may not be fully harnessed/tested.						Jane Collingwood
RSK-PROG(1)-EASY087					The Revenues service redesign work must complete on time, due to the linkage into the consultation process. Any slippage will have a direct impact on the planned go live date (late December)						Rob Jones
RSK-PROG(1)-EASY088					The data migration work being performed by the Technical Stream assumes a delivery of cleansed data across a 3 week window. There is a risk that CYC are not able to "sign-off" this quickly						Sarah Bygott
RSK-PROG(1)-EASY089					It is possible that Legislative or policy changes could take place alongside the LogicaCMG build activity, leading to a CRM that does not fit with the Council's current legislative and policy decisions						
RSK-PROG(1)-EASY090					The training programme is dependant upon the timely production of final process maps by the CRM stream. Training material must be available before UAT start. There may be inadequate resource available to complete the work on time	As a countermeasure it is possible to extend the use of the LogicaCMG trainer (David Caddires) at a cost of £816 per day		prevention	10/08/06		Rachel Smith
RSK-PROG(1)-EASY091					CMS: The amount of new web pages required by the new processes may cause a resource issue within the CMS stream.	It may not be possible to generate all of the required content in the time available. The business may need to accept a lower scope for day 1		reduction	11/08/06		Sarah Fittell
RSK-PROG(1)-EASY092					Telephony: The revised IVR design may create a capacity problem within the existing incoming lines to the Council.	The solution should be tested, and possibly phased in to avoid major bottlenecks in incoming calls to the Council. A Phasing plan needs to be generated.		reduction	12/08/06		Roy Grant