

Customer Connect Programme Management

Appendix Two – Programme Workbook

Risk Register

Risk Register - Customer Connect Transition									
Workstream	Risk Category	Risk Name / Description	Risk Owner	Likelihood (1-4)	Impact (1-4)	Score	Previous Score	Mitigation	Status
People	People	Changes in job roles impacts some areas of service delivery.	D. Nicholson	1	3	3	6	This risk will remain open as the period of transition for colleagues in phase two was impacted by COVID pandemic. This work restarted in October and is being reported on at the Customer Connect Transition Group. Leadership Team is also continually reviewing the operating model to ensure it continues to meet the demands of service delivery.	Open
People	People	There is a risk of absence or loss of productivity where colleagues are transitioning into new roles.	D. Nicholson	2	3	6	8	This risk will remain open. Transitioning of activity has occurred in some areas of the business, particularly Customer Service and Locality. Some transition was impacted by the COVID pandemic and in line with the above risk work has resumed and will be reported at the Customer Connect Transition Group. The 'Skills Gap' analysis 121 discussions in March and April 2021 will support this	Open
People	People	Lack of capacity and/or capability internally to deliver the transition management activity required.	D. Nicholson	2	3	6	-	Transition, particularly for staff in Phase 2 was impacted by the COVID pandemic. The transition workstream now has a dedicated lead who reports into the Customer Connect Transition Group.	Open
People	People	Transition management lead/staff do not fully understand the operating model.	D. Nicholson	2	3	6	8	The next Ginger Dog session with the Leadership Team in May 2021 is set to identify where issues are occurring in relation to staff understanding the operating model. Plans to address this are to be produced from this work and implemented by the Transition workstream.	Open
Digital	Schedule	The risk is that elements of the digital project not delivered on time.	B. Wright	2	4	8	8	A digital prioritisation plan, which includes a procurement plan, is being produced. This will prioritise the remaining digital activity relating to Customer Connect and business as usual requirements for IT (e.g. end of contract procurments). The plan will outline the digital roadmap for the next five years.	Open
Digital	Financial	Cost of building and delivering the technology is more than expected.	B. Wright	2	3	6	9	All budget decisions for spend that is outside of the original estimates, are agreed by the Senior Responsible owners in both Eden and SLDC. Costs for joint elements of the programme are split between the two councils.	Open
Digital	Quality	Elements of technology not able to meet requirements.	B. Wright	2	3	6	-	The technology we have procured can be developed and configured in a variety of ways to ensure our requirements are met. A development plan will be created to document functionality that we want but the technology can't deliver right now. A great deal of this has been captured in the review of technology performed by Ignite as part of the business case. Subject matter experts will be involved in the design of the processes and solutions. Should a component of the technology not deliver requirements then we'll replace with alternate systems, components.	Open
Digital	Quality	Data Quality issues result in systems that do not operate effectively.	B. Wright	2	3	6	-	Resources are allocated to improve the quality of data prior to it being migrated from existing systems into the new systems.	Open
Transition (Legal Services)		The new organisational model requires the implementation of a legal case management system. Without a case management system working is not sustainable, effective or efficient. The results in increased pressures on the team.	L. Fisher	3	4	12	-	Focused support on legal filing with the case management team is taking place. Awaiting feedback from IT prioritisation on case management system. Purchase of off the shelf case management system. Report and action plan in development with ICT with current system info@work.	Open

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Issue Register

Customer Connect Transition Issue Log										
Workstream	Issue Impact Category	Issue	Owner	Impact (5 is high)	Priority	Resolution	Resolution Actionee	Resolution Date	Status	
Human Resources	People	Lack of candidates for vacant specialist roles is creating operational pressures and affecting staff morale.	D Nicholson	3	High	Have been successful in recruiting a number of candidates over the past few months, and continue to work on other roles using specialist recruitment agencies and employing novel approaches where possible. Most vacancies exist in Specialist Services, so HR meet weekly with Gareth Candlin to discuss	D Nicholson	Is being monitored weekly.	Open	
Scrums	People	The absence of a business analyst resource continues to slow the process redesign work within the customer contact scrum, limiting the scrum's ability to release products into the business.	G Candlin	1	Low	CG - VAF completed and agreed. Post being advertised externally for interviews to take place mid March for 12 months appointment. Appointment made, pre-employment checks being carried out by HR. Issue will be closed once start date is agreed.	G Candlin	Mid March	Open	
Digital	People	The funding for a Digital Development Officer ends in March 2021. This will also impact on the resource for the Cumbria Choice Based Letting Contract.	B Wright	1	Low	CG - Funding to expend the DDO has been agreed as part of the shared fund for the BA. VAF completed by IT and post to be extended for 12 months in line with the BA role	B Wright	End March	Closed	
Scrums	People	The funding for the Business Analyst role end on 21 May 2021.	G Candlin	1	Low	CG - Funding for a new BA role has been provided from the temp Marshall fund in Locality which is now being funded from the CCC Compliance grant. The current BA role will be paid from the existing budget and offered as an extension to run in parallel with the other BA	G Candlin	Complete	Closed	