

Appendix 1 - Housing IT systems replacement

Title	Risk description	Opp/ threat	Cause	Consequence	Date Raised	Owner	Gross		Current		Residual		Comments	Controls				
							I	P	I	P	I	P		Control description	Due date	Status	Progress %	Action Owner
Skills	Insufficient breadth and depth of skills implement the chosen solution	threat	limited skills in some technical areas or single points of resource for key applications	unable to resolve operational issues for live services; slow progress on development projects	November 2015	Head of Service Housing and Property, Head of Direct Services, Chief Technology and Information Manager	3	2	3	2	2	1	business and ICT skills required already established within the services; there is limited experience of implementing new systems on this scale	ensure that project management resource with specific Housing system implementation experience is included in the project plan	June 2016	not started	0	Head of Service Housing and Property, Head of Direct Services
Budget	Unable to fund migration project required to implement proposed solution	threat	Lack of budget planning or unforeseen costs mean budget is exceeded	Service levels reduced, integrity of housing systems is compromised and project is delayed	October 2015	Head of Service Housing and Property, Head of Direct Services, Chief Technology and Information Manager	3	3	3	3	2	2	migration costs estimated to be approx £600K	include budget in capital bid for 2016/17 - split between HRA and General fund	March 2016	in progress	10%	Chief Technology Manager
Capacity	Unable to deliver new Housing Systems with existing ICT, Housing and Direct Services resources	threat	Insufficient resource to meet demands and timescales of business users / service plans	Housing systems not able to respond to needs of business areas; reduced confidence in Housing, Direct Services and ICT	September 2015	Head of Service Housing and Property, Head of Direct Services, Chief Technology and Information Manager	3	4	3	4	2	2	existing experience housing specialists will need to be released to focus on the implementation	include backfill resource as part of business case	ongoing	in progress	5%	Head of Service Housing and Property, Head of Direct Services
Technology	Service does not keep pace with technology and industry developments	threat	Too much focus on operational service means strategic ICT issues and trends not considered in service design	New opportunities for service improvement and smarter ways of working are missed	November 2015	Chief Technology and Information Manager	2	3	2	3	1	1	technical resource will be needed from procurement and finance to support the project	ensure that new infrastructure contract provides flexibility to adapt to new options (eg cloud hosted)	June 2016	in progress	25%	Chief Technology Manager
Legislative	Changes in legislation for Housing impact on HRA	threat	Central Government changes to Local Government Housing policy and processes	Housing service has insufficient budget to implement new systems	November 2015	Head of Service Housing and Property												Head of Service Housing and Property
Procurement	Use of current systems is challenged because contracts are not in place	threat	Other suppliers of housing systems may question the contractual basis for the continued use of the current providers	Reputational damage	November 2015	Head of Service Finance	3	2	3	2	3	1		commence the procurement process to give all providers a fair chance to bid	June 2016	in progress	5%	Head of Service Finance

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