

To: UC Programme Board

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Risk Update

Summary:

- **The purpose of this paper is to update Programme Board on how we plan to develop our approach to managing and reporting risk as we continue to expand the service and make progress towards the scaling from October 17.**
- **To support the successful delivery of the Programme we have reviewed our approach to risk management and enhanced our processes to provide greater clarity of the risk we are seeking to mitigate, demonstrate the expected flight path of each risk to its target rating, linking planned mitigation and key milestones with expected decreases in scores over time and providing a realistic target date for achievement of each target rating.**
- **We recognise that whilst we focus on scaling the service in October our risks will evolve as the caseload increases. The Programme Delivery Executive have considered any longer term strategic environmental, reputational and external risks requiring mitigation.**

Context

1. **The UC Programme is currently finalising plans for the national roll out of the Full Service. At the heart of planning the delivery of this key milestone is effective risk management that is founded on Departmental and Cross Government risk management best practice. The risk management culture instilled throughout UC governance has and continues to be one of the biggest drivers of success and quality decision making for the Programme. To sustain that success and to ensure the safe landing of the UC service and our ability to continue with our planned roll out schedule, the Programme Delivery Executive have validated current risk plans to ensure that everything possible is being done to identify and mitigate risks.**
2. **To enhance our ability to mitigate risks we have developed a revised reporting approach which clearly demonstrates the expected flight path of each Programme Level risk from its current risk rating down to its target level rating, with an agreed target date and detailing the planned mitigations and milestones which will enable that flight path to be realised. We will continue to regularly review these risks through UC Governance to ensure the flight path and delivery of planned mitigation stays on the expected trajectory. We have provided the new reporting template for the risks featured on the Programme Board Dashboard at Annex 1.**

3. In addition the Delivery Executive considered our current programme level risks and identified additional longer term risks that may occur including potential environmental, cross government and reputational risks that could potentially impact on the successful delivery of the UC service. These newly identified areas will now be developed into Programme Assumptions and rated to identify any which need to be raised as future Programme Level risks. A selection of these have been provided at **Annex 2**.
4. As we develop these risks further we will look to utilise Scenario planning to develop delivery options in order to successfully mitigate the risks.

Decision Required

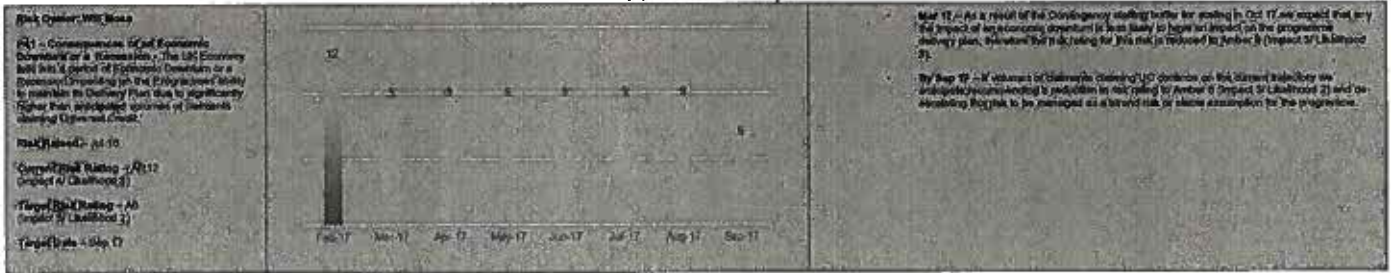
The UC Programme Board are asked to:

- Endorse our revised approach to reporting Programme level risks, the agreed flight path and mitigations, and
- To note the additional areas of potential risk which will now be explored by the Programme and further developed.

Annex 1 – New UC Programme Level Risk Reporting Template

Risk Details	Expected Flight Path	Flight Path Narrative
<p>Risk Owner: James Buckley</p> <p>PSA: Sustaining the Supply / Sustained by O&S 2021</p> <p>The programme may be unable to deliver the plan as the supply chain will not be in place from October 2017.</p> <p>Risk Rating: - Exp 11</p> <p>Current Risk Rating: - AL12 (Impact 4, Likelihood 3)</p> <p>Target Risk Rating: - AL4 (Impact 4, Likelihood 1)</p> <p>Target Date: - Sep 17</p>		<ul style="list-style-type: none"> By Jan 17 - If the programme continues on the current trajectory we anticipate reducing the risk to Amber 3 (Impact 4, Likelihood 2) if the following planned mitigations have been delivered on time. <ul style="list-style-type: none"> ➤ Critical Outcomes on track ➤ Case Management embedded - (2000)17 ➤ Delivery required resources secured (Demand on Supply (102.00 FTE) 100% FTE in Jan 17) ➤ Migrated to O&S - end of May 17 ➤ Operational BA statement established. By Sep 17 - If the programme continues on the current trajectory we anticipate the risk will reach its target rating of Amber 4 (Impact 4, Likelihood 1) if the planned mitigations have been delivered. <ul style="list-style-type: none"> ➤ Critical Outcomes met ➤ Unit costs at 80% - Sep 17 ➤ 2000 00 FTE / 1724 000 FTE in place - Sep 17 ➤ Project Year Summary to inform and embed in Sep 17 ➤ Performance improvements (Demand on Supply (Demand) ➤ NCC-C Change complete and delivery achieved in March
<p>Risk Owner: GJ Marks</p> <p>PSA: Physical Capacity & Capability - Operations do not have the right number of people in the right locations, roles and UCs identified by either a forecast that shows the business case outcomes to be achieved by the end of March '18.</p> <p>Risk Rating: - AL 10</p> <p>Current Risk Rating: - AL12 (Impact 4, Likelihood 3)</p> <p>Target Risk Rating: - AL4 (Impact 4, Likelihood 1)</p> <p>Target Date: - Dec 17</p>		<ul style="list-style-type: none"> By Jan 17 - If the programme continues on the current trajectory we anticipate reducing the risk to Amber 4 (Impact 4, Likelihood 2) if the following planned mitigations have been delivered on time. <ul style="list-style-type: none"> ➤ Delivery required resources secured (Demand on Supply (102.00 FTE) 100% FTE in Jan 17) ➤ My Digital Learning capability implemented ➤ Case Management embedded - (2000)17 By Dec 17 - If the programme continues on the current trajectory we anticipate reducing the risk to Amber 4 (Impact 4, Likelihood 1) if the following planned mitigations have been delivered on time. <ul style="list-style-type: none"> ➤ Delivery required resources secured (Demand on Supply (102.00 FTE) 100% FTE in Dec 17)

UCPB060417 - Paper 6



Annex 2 – New Assumptions/ Risks Identified

The Delivery Executive have identified prospective areas of longer term risks which may occur in the future of the Programme and impact on our delivery plans. These newly identified areas will now be developed into assumptions and added to the Programme assumptions log, any which need to be raised as future Programme Level risks, will be agreed through Programme Governance. These newly identified areas of risk to be explored relate to;

- The ability to implement a Strategic Telephony solution as we continue to scale the service
- The UC journey for claimants beyond Assessment Period 1 and management of multiple changes to claimants conditionality over time
- Any potential Brexit impacts relating to policy or additional austerity measures which may impact on AME/DEL
- Longer term system outages not catered for as part of existing Business Continuity arrangements
- Other unknown unknowns for which we may need to develop additional contingency arrangements in addition to existing contingency arrangements
- Meeting the needs of vulnerable claimants and those with complex needs
- The effectiveness of our telephony strategy and our ability to route calls to case managers

