

	Risk	Potential Impact for Automation Transformation Programme	Action in Place	Owner	Likelihood	Impact F E P			Score	Action planning
Operational	End-to-end integrity and performance not properly understood in terms of a) business processes b) technical	<ul style="list-style-type: none"> <li>•service failure</li> <li>•additional costs</li> <li>•delays</li> </ul>	<ul style="list-style-type: none"> <li>•Review of systems sizing and interface timings being undertaken</li> <li>•review of end to end technical designs being undertaken</li> <li>•Technical Integrity Manager now in place</li> <li>•integration testing phase planned</li> <li>•BIM Business Design Assurance approach being deployed for Congo 4 and Nile 2 to identify end to end tests for MOR</li> </ul>	P Charlton R Holleran	3	3	3	3	27  M	
Operational	<u>Service Management</u> Lack of comprehensive service management function within POCL to manage the new automation service providers.	<ul style="list-style-type: none"> <li>•Poor service to customers/ clients</li> <li>•Inability to provide continuous service</li> <li>•Delays in reacting to service failures</li> </ul>	<ul style="list-style-type: none"> <li>•Review of Service management by PA</li> <li>•Service Management function in the PDA</li> </ul>	Mena Rego	5	3	3	0	30  M	•Service Management within Horizon case
Operational	Increased front end errors arising from rolling out of current front end system (ECCO+)	<ul style="list-style-type: none"> <li>•Increased costs of error resolution (additional staff)</li> <li>•Increased amounts being written off.</li> </ul>	•New proposed front end	R Holleran	4	3	2	2	28  M	<ul style="list-style-type: none"> <li>•Further work being done on new end to end process.</li> <li>•More work on sizing the impacts of rolling out current front end.</li> </ul>
Operational	Non conformance to business procedures in an automated environment	<ul style="list-style-type: none"> <li>•Lost transactions</li> <li>•Inability to operate effectively</li> <li>•Loss of control</li> <li>•Financial loss</li> <li>•Increased errors</li> </ul>	•Being discussed with Strategy Director	D Smith	4	2	3	3	32  H	
Operational/ Programme	Repeated delays of automation projects (other than HORIZON)	<ul style="list-style-type: none"> <li>•loss of credibility and motivation</li> <li>•undermining behaviour</li> <li>•other activities take priority</li> </ul>	•development of programme plan	TMT	4	2	1	1	16  L	
Programme	Business ownership required to support requirements definition, testing, acceptance and procedure change not properly defined, resourced and managed within programme	<ul style="list-style-type: none"> <li>•systems will not deliver business needs</li> <li>•integrity of business operations in automated environment cannot be ensured</li> <li>•training and procedures will not be identified leading to service failure</li> </ul>	<ul style="list-style-type: none"> <li>•APG, and related process mapping activity</li> <li>•development and monitoring of Orange Plan</li> <li>•development and monitoring of Release Authorisation criteria</li> <li>•National Implementation Manager proposals</li> </ul>	R Holleran	4	2	2	1	20  L	