

Speculation Tax Risk Assessment

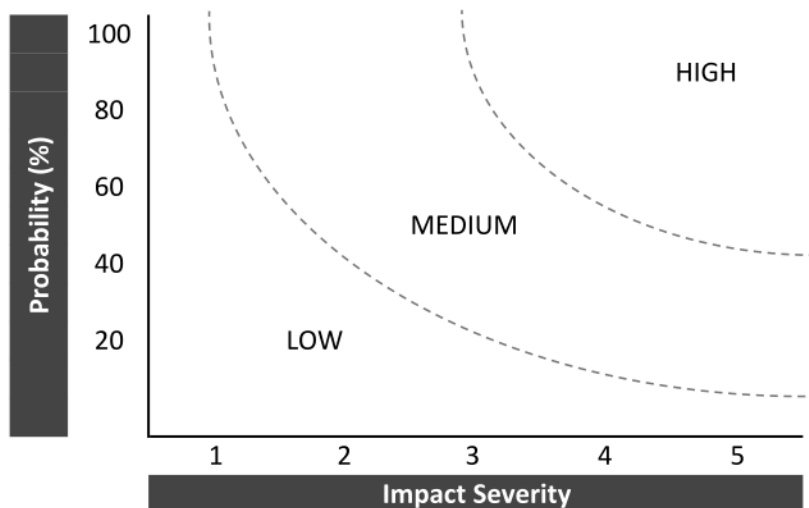
Possible risks to:

time/budget/quality
resources
stakeholders/BCA/LTSA
technical solution/high level
public perception
public registration support
tax collection
meeting Minister's decisions

Impact Legend

1= very low impact
5= jeopardized project

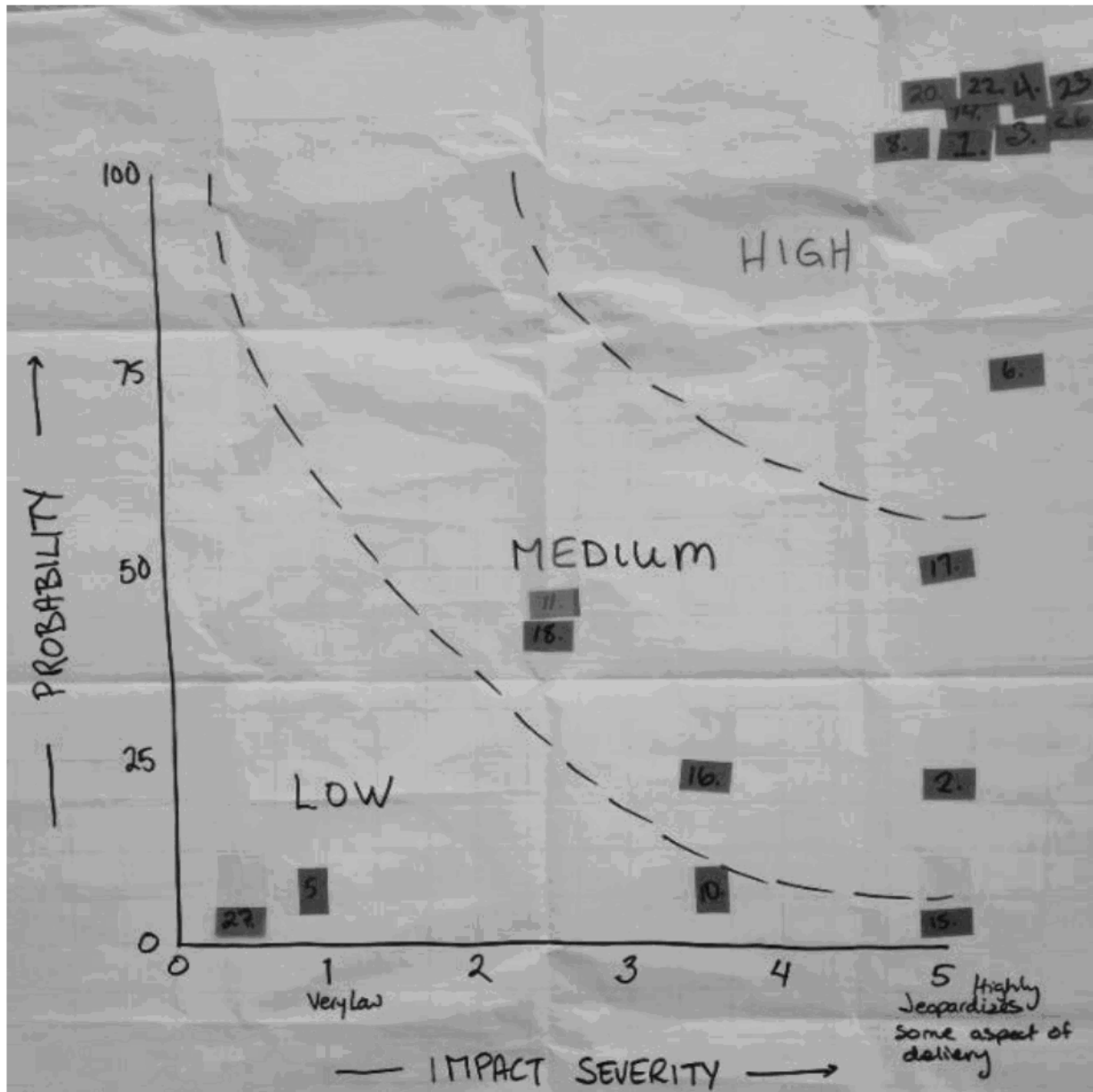
Object: Identify potential risk, eliminate where possible/mitigate, develop courses of action



SPECULATION TASK RISK REGISTRY

No.	IDENTIFICATION			Prioritization	MITIGATION				
	Risk	Rating		Area of Impact	Required Y/N	Plan	Action	Who	Target Date
1	What we don't know (i.e. number of tax notices)	H	10	Quality, time & budget					
2	Denial of service attack - someone intentionally crashes the system	M	2	Political Risk					
3	Scope change - policy decisions late	H	10	Scope Risk - Technical, time & quality					
4	Legislation (late Nov) * personal information captured upfront but not legislated to do so			Scope Risk - Time to deliver/change		No longer applicable			
4	Not getting decisions timely and with stability	H	10	Scope Risk - policy/system build		POLICY AND BUSINESS			
5	Reporting - asked to report on something that we do not have data for.	L	0.2	Scope Risk - Technical					
6	Stakeholder requirements, ability to provide what is required. (LTSA , BCA etc)	H	7.5	Quality/technical - ability to deliver end product		risk is we do not know big the mismatch is, keep at a manageable level			
7	Ability to develop a system to meet decisions (i.e. fraction of ownership if data is not available)			Quality - system capabilities given set timeline		LTSA can give us fractional ownership			
8	Timeline compromising the solution	H	10	Quality and Time					
9	FAST receiving info that has not been interpreted/translated accurately	BF		Quality/Requirements Risk - technical solution					
10	Load exceeds planning expectations - performance - registration is annually	L	1	Quality/Integrity - System demand					
11	Churn in project team/resistance, not being able to build the best with the time given	M	2	Quality & communications					
12	Public cannot be informed prior to legislation being passed.			Quality/Integrity		with time frame changed the risk discussed is not applicable.			
13	Taxpayer request of info prior to Legislation approved			Timing & Quality/Integrity		No applicable with new time line			
14	Late Outreach risk of public uninformed, not registered, stress on phone resources	H	10	Customer Service Risk					
15	Resource skill set is base on existing taxes and not the new tax	L	0.5	Resource - Quality					
16	Liam's expertise is not available - No backp & sufficient ramp up time	M	1.5	Resource Risk					
17	The BAs ability to produce the test scenarios to properly test the system	M	5	Resource - Time & quality					

18	The BAs back up	M	2.5	Resource - Time & quality					
19	No audit resources on board yet			Resource Risk		consideration not a risk			
20	Registration assistance is greater than anticipated	H	10	Resource - Quality/Integrity/Communications					
21	Tax payers getting a tax notice to pay even though they have registered (sure thing) - BCA overwrites the owner of a property with the same owner and delay of current information when a property has been sold.			Resource & integrity		consideration not a risk			
22	PTB Tax due day the same as RPT - volumes, public, municipalities and staff confusion	H	10	Resource					
23	Manual fixes, work items as the BCA information being pulled is form the annual tax roll, lots of matching to do	H	10	Resource					
24	Availability of current resources (people and conference rooms) to schedule timely meetings			Resource - Time		found other rooms			
25	BC Mail being able to meet our requirements and be transparent regarding any issues	H							
26	Outstanding decisions	H	10			Paper declaration			
27	change of government mandate	L	0.1						



Possible Risks to:

schedule/budget/quality
 resources
 technical solution (high level)
 stakeholders outside of PTRB

- public perception/registration support
- tax collection
- Minister's decisions

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1	What we don't know (i.e. number of tax notices)	H	10	Quality, time & budget					
3	Scope change - policy decisions late	H	10	Scope Risk - Technical, time & quality					
4	Not getting decisions timely and with stability	H	10	Scope Risk - policy/system build		POLICY AND BUSINESS			
8	Timeline compromising the solution	H	10	Quality and Time					
14	Late Outreach risk of public uninformed, not registered, stress on phone resources	H	10	Customer Service Risk					
20	Registration assistance is greater than anticipated	H	10	Resource - Quality/Integrity/Communications					
22	PTB Tax due day the same as RPT - volumes, public, municipalities and staff confusion	H	10	Resource					
23	Manual fixes, work items as the BCA information being pulled is form the annual tax roll, lots of matching to do	H	10	Resource					
25	BC Mail being able to meet our requirements and be transparent regarding any issues	H	10	Quality and Time					
26	Outstanding decisions	H	10			Paper declaration			
6	Stakeholder requirements, ability to provide what is required. (LTSA , BCA etc)	H	7.5	Quality/technical - ability to deliver end product		risk is we do not know big the mismatch is, keep at a manageable level			
17	The BAs ability to produce the test scenarios to properly test the system	M	5	Resource - Time & quality					
18	The BAs back up	M	2.5	Resource - Time & quality					
11	Churn in project team/resistance, not being able to build the best with the time given	M	2	Quality & communications					
2	Denial of service attack - someone intentionally crashes the system	M	2	Political Risk					
16	Liam's expertise is not available - No backp & sufficient ramp up time	M	1.5	Resource Risk					
15	Resource skill set is base on existing taxes and not the new tax	L	0.5	Resource - Quality					
5	Reporting - asked to report on something that we do not have data for.	L	0.2	Scope Risk - Technical					
27	change of government mandate	L	0.1						
9	FAST receiving info that has not been interpreted/translated accurately	BF		Quality/Requirements Risk - technical solution					
4	Legislation (late Nov) * personal information captured upfront but not legislated to do so			Scope Risk - Time to deliver/change		No longer applicable			
7	Ability to develop a system to meet decisions (i.e. fraction of ownership if data is not available)			Quality - system capabilities given set timeline		LTSA can give us fractional ownership			
12	Public cannot be informed prior to legislation being passed.			Quality/Integrity		with time frame changed the risk discussed is not applicable.			
13	Taxpayer request of info prior to Legislation approved			Timing & Quality/Integrity		No applicable with new time line			
19	No audit resources on board yet			Resource Risk		consideration not a risk			
21	Tax payers getting a tax notice to pay even though they have registered (sure thing) - BCA overwrites the owner of a property with the same owner and delay of current information when a property has been sold.			Resource & Integrity		consideration not a risk			
24	Availability of current resources (people and conference rooms) to schedule timely meetings			Resource - Time		found other rooms			

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1	What we don't know (i.e. number of tax notices)	H	10	Quality, time & budget				
3	Scope change - policy decisions late	H	10	Scope Risk - Technical, time & quality		Penalties - need to clarify rules	Steven	
4	Not getting decisions timely and with stability	H	10	Scope Risk - policy/system build		POLICY AND BUSINESS - so far we are getting them in time	Escalate as necessary	
8	Timeline compromising the solution	H	10	Quality and Time		Currently able to meet the timeline - build what we can to meet requirements		
14	Late Outreach risk of public uninformed, not registered, stress on phone resources	H	10	Customer Service Risk		Start now, met with Vancouver, engaged GCPE, Behaviour Insights and PICS. Concern it is over Christmas. Outreach team to deal with this risk	Outreach team/Steven	
20	Registration assistance is greater than anticipated	H	10	Resource - Quality/Integrity/Communications		Stagger letters as much as possible, discussion with Service BC/Maximus. Looking at other areas in the division to support us.	Kally/Steven	
22	PTB Tax due day the same as RPT - public, municipalities and staff confusion	H	10	Resource		Discuss with Service BC, municipalities (GFOBC) seminars. Financial institutions payee is Minister of Finance statement of account. Need to may this clear. UBC will be confused even futher.	Outreach team/Steven	
23	Manual fixes, work items as the BCA information being pulled is form the annual tax roll, lots of matching to do	H	10	Resource				
25	BC Mail being able to meet our requirements and be transparent regarding any issues	H	10	Quality and Time		Steven- issue is raised with Jordan raised the issue with - Bobbie BCMail. Decision still to made. If we stay with BC Mail we will need to define a plan to ensure quality/delivery	Steven	
26	Outstanding decisions	H	10			Paper declaration		
6	Stakeholder requirements, ability to provide what is required. (LTSA , BCA etc)	H	7.5	Quality/technical - ability to deliver end product		risk is we do not know big the mismatch is, keep at a manageable level BCA will provide a flag folios based on the data they have to narrow down who will be impacted by the new tax. Continue to work with BCA to determine to what detail they can flag folios. LTSA - Send a proposal letter. Next to meet with LTSA resources	Steven	
17	The BAs ability to produce the test scenarios to properly test the system	M	5	Resource - Time & quality		Test scenarios are already in progress, likely they will need to be adjusted. Manageable risk		
18	The BAs back up	M	2.5	Resource - Time & quality				

11	Churn in project team/resistance, not being able to build the best with the time given	M	2	Quality & communications					
2	Denial of service attack - someone intentionally crashes the system	M	2	Political Risk		Cannot mitigate, plan for it. Part of the load test. Communications and response strategy	OLAV		
16	Liam's expertise is not available - No backp & sufficient ramp up time	M	1.5	Resource Risk		Now an issue, not a risk, Steven and Deb are replacing Liam and new policy analyst will join. Bring a different perspective to the tax. Based on discussions have brought up functional issues. Will be FAST into the processes.			
15	Resource skill set is base on existing taxes and not the new tax	L	0.5	Resource - Quality		ITB - tapping into their knowledge (income tax branch) involving RMO.			
5	We do not know what questions are going to asked of us (Reporting - asked to report on something that we do not have data for.)	L	0.2	Scope Risk - Technical		Ask stakeholders now what type of information/reporting are they expecting.	Steven		
27	Change of government mandate	L	0.1						
9	FAST receiving info that has not been interpreted/translated accurately	L		Quality/Requirements Risk - technical solution		Mitigated by having Liam attend meetings and requirements being signed off			
4	Legislation (late Nov) * personal information captured upfront but not legislated to do so			Scope Risk - Time to deliver/change		No longer applicable			
7	Ability to develop a system to meet decisions (i.e. fraction of ownership if data is not available)			Quality - system capabilities given set timeline		LTSA can give us fractional ownership			
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24	Availability of current resources (people and conference rooms) to schedule timely meetings			Resource - Time		found other rooms			