Lincolnshire County Council - PROJECT TITLE: ERP 2020 Project

Lincolnshire COUNTY COUNCIL

Risk No	Risk Type	Risk Description	Impact Type	Risk Owner	Raised By	Date Raised	Existing Controls	Current Risk Score			Developing Controls	Action Owner	Due Date	Status	Risk Progress	Target Risk Score			Date of last update	Comment	Actual closure date
								Probability	Impact	Score						Probability	Impact	Score			
001	Organisational / Management / Human Factors	LCC is unable to change its business processes adequately in order to conform to Hoople's solutions	Quality	Wendy Henry	GR	06/04/18	Agreement (baked into terms of references) on the need for change. CMB sponsorship of the approach. Establishment of a technical design authority.	2	3	6	Development of a catalogue of required changes, complete with impact and MoSCoW rating to prioritise required change importance.	Gareth Roberts	Ongoing	Active	Static	1	3	3	13/06/18	GR 180613: updated, scores left unchanged. Dev controls updated post-workshop and change analysis. No show stoppers found in the change catalogue after review with BA.	
002	Strategic / Commercial	Hoople withdraw from becoming LCC's supplier for required services	Time	Andrew Mclean	GR	06/04/18	Continual dialogue to ascertain intention. Early disclosure of hygiene factors which may cause Hoople to consider this outcome. Expediency in formal agreement(s) with Herefordshire CC.	2	4	8	S101 agreement in order to provide a firm agreement, negating this possibility.	Jane Maddison	Ongoing	Active	Static	1	4	4	13/06/18	GR 180613: updated. Mindful of current scoring based on alternative theories for partnership (e.g. shareholder) being mused, but left unchanged currently.	
003	Technical / Operational / Infrastructure	Unexpected development/requirements impact on project timelines/budget	Cost	Gareth Roberts	GR	06/04/18	Scope drafted and agreed early via PID. IMT resource to identify system integrations; full specification to be provided and agreed with Hoople. Re-engineering principles to avoid new technical solutions.	2	2	4	Development of an agreed specification. Workshops to tease out larger impact work items.Prioritisation process now implemented within the Agresso Governance group to prioritise changes beneficial to the transition and organisational health.	Dave Rose Allen / Wendy Henry / Helen Edwards	Ongoing	Active	Static	2	2	4	13/06/18	GR 180613: updated, control in the Agresso governance group added based on HE/GR works to implement prioritisation. Score unchanged.	
004	Strategic / Commercial	Serco - unable/unwilling to field sufficient, appropriate SMEs	Quality	Andrew Mclean	GR	06/04/18	Early commercial dialogue and project pressure brought to bear in order to bring this to a head; pragmatic selection of Serco staff to support sessions.	1	3	3	Commercial agreement with Serco.	Andrew Mclean / Sophie Reeve	Ongoing	Active	Static	1	3	3	13/06/18	GR 180613: updated, score affirmed based on Serco's releasing of key SMEs for the workshops and ongoing dialogue. No current commercial agreement in place to formalise the process.	
005	Technical / Operational / Infrastructure	Serco - BAU service collapses or significantly erodes after ERP movement news	Quality	Fiona Thompson	GR	06/04/18	Careful relationship management with Serco. Identification of BCP/DR plans from Serco.	2	4	8	Review of BCPs/DR plans.	Wendy Henry	Summer 2018	Active	Static	1	4	4	13/06/18	GR 180613: updated, altered wording to 'significantly erodes' to better reflect the actual risk. Serco BCPs do not currently address staff attrition issues - JD managing. Current risk probability raised due to redefinition of probability as 'possible'.	
006	Technical / Operational / Infrastructure	Serco - Key non-BWON systems fail during the implementation of Hoople solution (e.g. Spitfire as warned)	Time	Dave Rose-Allen	GR	06/04/18	Expeditated view of LFRS system and futures. Ongoing review of all IMT systems that are required for as part of existing end to end ERP processes.	2	2	4	Review of LFRS future report (still awaiting issuance)	Dave Rose-Allen	Ongoing	Active	Static	2	2	4	13/06/18	GR 180613: updated, to note that the LFRS system review report has not been published as of yet.	
007	Political	Non-corporate stakeholder groups (e.g. Schools/LFRS) do not feel that they are being sufficiently involved	Benefit	Gareth Roberts	GR	06/04/18	Comms analysis being worked on. Detailed thought process in involving schools and LFRS via other representatives.	2	3	6	Development of ERP steering board which will contain schools and LFRS.	Steve Cargill	Ongoing	Active	Static	1	3	3	13/06/18	GR 180613: updated, developing controls still remain effective to best mitigate the risk, and ongoing change management/engagement works as part of the wider programme.	
008	Technical / Operational / Infrastructure	Corruption of 19/20 payroll prevents the payroll system and service being tested according to standard methodology of 3 parallel pay runs	Quality	Andrew Mclean	GR	10/04/18	None.	3	3	9	Raising of risk to Service Manager - People (10/4/18) and formal raising of risk to programme board for resolution. Ongoing monitoring of payroll audit actions for continual assessment.	Wendy Henry	Ongoing until 31/3/19	Active	Static	3	3	9	13/06/18	GR 180613: updated, no change to the risk profile (confirmed with JD).	
009	Technical / Operational / Infrastructure	Counter-product changes are made to the existing system whilst working towards Hoople's implementation	Quality	Wendy Henry / Helen Edwards	GR	10/04/18		4	2	8	Establishment of a defined change freeze ASAP. Current risk score assumes this will be implemented in good time, in 2019.	Wendy Henry / Helen Edwards	Ongoing	Active	Static	2	2	4	13/06/18	GR 180613: updated, change prioritisation has now formally begun - effectiveness to be gauged over the next development sprint.	
010	Technical / Operational / Infrastructure	No solution for existing SAP system is found, and subsequently SAP licensing costs/technical impact is borne by LCC from 2020.	Cost	A Mclean	Amc	19 April 2018	None - project was due to move data out of SAP to allow system and license closure but this has not yet delivered.	3	2	6	Commercial understanding of the SAP position. Alternatives explored with Hoople.	A Mclean / Gareth Roberts	Ongoing	Active	Static	2	2	4	13/06/18	GR 180613: exploration with Hoople on their default proposition for providing a database for non-transitioned data has continued; IMT engaged and positive with the initial proposal. Hoople have requested technical SAP data with a view of providing a webex demonstration of their solution (currently used by a number of their clients).	
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