

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	02/08/18	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 prior to finalising any proposed agreement.	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	Relevant agreement (previously: S101) in order to provide a firm agreement, negating this possibility.	Andrew McLean	Ongoing	Active	Improving	1	4	4	02/08/18	GR 180802: updated, amendment to developing controls to broaden the type of agreement available. 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. Agreement with Keith Ireland to keep clear water (but close collaboration) between ERP2020 and BAU pressures.	Dave Rose Allen / Wendy Henry / Helen Edwards	Ongoing	Active	Improving	2	2	4	08/08/18	GR 180802: updated RAG based on agreement with CX regarding BAU pressures (significant source of scope creep). GR 180613: updated, control in the Agresso governance group added based on HEGR 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. Ongoing collaborative dialogue with Serco senior management	Andrew Mclean / Sophie Reeve	Ongoing	Active	Improving	1	3	3	02/08/18	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 should the potential ERP movement be confirmed	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.	Jason Davenport	Summer 2018	Active	Static	1	4	4	08/08/18	GR 080818: Changed Action Owner to Jason Davenport (agreed with WH) 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	Expedited 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). Progression of intermediate Spitfire actions (e.g. housekeeping).	Dave Rose-Allen	Ongoing	Active	Static	2	2	4	02/08/18	GR 180802: updated to include additional developing control (no RAG change) 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. Schools engagement group now established; first meeting in September 18	Steve Cargill	Ongoing	Active	Improving	1	3	3	02/08/18	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	Fiona Thompson	GR	10/04/18	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.	3	3	9	Ongoing internal LCC Audit review and assurance of the system. Master Data Management project reviewing what any current issues are and how they will be resolved.	Vicki Sharpe	Ongoing until 31/3/19	Active	Static	3	3	9	08/08/18	WH 080818: Changed Action Owner to Vicki Sharpe (as pay and reward lead and Internal Audit action plan lead, agreed with WH) GR 180613: updated, no change to the risk profile (confirmed with JD).	
009	Technical / Operational / Infrastructure	Counter-productive changes are made to the existing system whilst working towards Hoople's implementation	Quality	Wendy Henry / Helen Edwards	GR	10/04/18	ERP governance group will funnel all new change requests through an agreed 'prioritisation matrix' which ensures that statutory and high priority changes will be scheduled, whilst lesser priority/benefit changes will be deprioritised.	1	2	2	Establishment of a defined change freeze ASAP. Current risk score assumes this will be implemented in good time, in 2019. Priority matrix enabled in governance group (process agreed with CX). List of HR & Payroll priorities under review with Serco to agree key list	Wendy Henry / Helen Edwards	Ongoing	Active	Static	1	2	2	08/08/18	GR 080818: Meeting held with Serco to agree list of priorities for 18/19 as per KI directive; LCC/Serco agreement on this being a final agreed list; reduced risk score as a result. GR 180802: Dev control added (priority matrix agreed) and current risk score updated. 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	Andrew McLean	AMc	19/04/18	Agreed 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. Action plan agreed between Sue Cline, ERP project & Hoople for SQL co-location; initial analysis phase estimated and agreed	Gareth Roberts/ Dave Rose-Allen	Ongoing	Active	Static	2	2	4	02/08/18	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).	
011	Strategic / Commercial	By moving to a Hoople-controlled ERP stack and service provision, LCC loses key strategic benefits over in-house management of the system ("Sovereignty")	Benefit	Dave Simpson	AMc	01/08/18	Risk analysis produced; decision making focused on ensuring the organisation is fully aware of pros and cons of moving to a different operating model provided by Hoople.	4	3	12	Full appraisal of options with sponsor and CMB. Requires balance to ensure that any risks are mitigated and benefits are understood to be fully realised.	D Simpson / Gareth Roberts	01/09/17	Active	Improving	3	2	6	02/08/18	GR 180802: risk created (emergent risk/issue)	
012	Technical / Operational / Infrastructure	Risk of disruption to existing services during initial period of service go-live as the new supplier takes over the system and addresses any issues.	Quality	Dave Simpson/ Fiona Thompson	AMc	07/08/18	Detailed transition plan established with Hoople. Dedicated Hoople Programme Manager to be appointed. Hoople to form part of the Project team. Project team to continue during implementation period.	3	3	9	To be incorporated as part of the SLA between LCC/Hoople. Dedicated contract manager to be established for LCC and Hoople to manage issues.	Gareth Roberts/ Andrew McLean	Ongoing	Active	Static	2	2	4	07/08/18		
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