

Risk/Issues	Prob-ability	Imp-act	Status	Date will Materialise	Mitigation (actions to reduce risk)	Contingency (action/ cost should it occur)
The blueprint design will move away from the 'out of the box' solution envisaged, thus impacting development timescales and project end date.	M	H	O	Ongoing during blueprint	1. Strong control and justification processes to be put in place by ESCC and understood by the whole blueprint team. 2. ITNET to escalate non-standard / OTT requirements	Extend project costs / timescales
The blueprint design will have too many authorisation levels and workflows, thus extending the development effort required and engendering a complex administration process	M	H	O	Ongoing during blueprint	1. Strong control and justification processes to be put in place by ESCC and understood by the whole blueprint team. 2. ITNET to escalate non-standard / OTT requirements	Extend project costs / timescales
Delays in making design decisions / providing organisational information will adversely impact the blueprint timescales.	M	H	O	Ongoing	Strong management of detailed tasks and swift removal of 'roadblocks' to ensure information can be provided in a timely manner	Extend project costs / timescales
Attempts to re-visit the design following sign-off will impact the delivery of later phases	M	H	O	Ongoing post blueprint	1. Strong control and justification processes to be put in place by ESCC and understood by the whole blueprint team. 2. ITNET to escalate any changes	Extend project costs / timescales
Unplanned interfaces will surface during the analysis to enable the full financial picture to be in place for phase 1 (including interfaces which will only exist until phase 2 is implemented).	M	H	O	March 11, 2004	Interface review during the early stages of the blueprint	Extend project costs / timescales
The blueprint design will incorporate excessively complex organisational structures e.g. Chart of accounts, cost / profit centre hierarchies, purchasing groups &etc., thus creating a system which will have a high administration overhead.	M	M	O	Ongoing during the blueprint	1. Strong control and justification processes to be put in place by ESCC and understood by the whole blueprint team. 2. ITNET to escalate non-standard / OTT requirements	Accept administrative overhead when the system is live.
Due to year-end processing, the key staff required for testing / accepting / training the financial system and it's immediate use post go-live may not be available.	H	M	O	May 1, 2003	Investigate accelerating it's current y-e practices. Investigate removing the dependency on the key individuals 12.01.2004 - List of y-e activities expected from Fujitsu to feed into decision making in this area. 02.02.2004 - list of activities not yet received.	Delay phase 1 implementation

CBOSS Risk/Issues Log Extract

Risk/Issues	Prob-ability	Imp-act	Status	Date will Materialise	Mitigation (actions to reduce risk)	Contingency (action/ cost should it occur)
Ability of the authority to cope with the sheer scope of the project and the extent of the change required and maintain service continuity	M	H	O	Ongoing through the project	1. Identify potential areas where service levels may have to drop by an acceptable degree to compensate for competing pressures 2. - Ensure strong change management team and process in place to ensure an effective transition and to help the Council effectively prepare for change	
PACT are changed with reviewing the structure of the council. Any changes to the organisational structure post-design may impact the implementation timescales	H	H	O	Ongoing through the project	Ensure strong communication channels between the project and PACT, with a strong emphasis on managing the timing of change.	Extend project timescales
Data migration from existing to SAP/AXISe fails	L	H	Not Started	May Onwards	Test transfers of data phased from May on	Continue with legacy systems and external project timescales/stage phasing
Interfaces from legacy systems will not be ready in time for integration testing due to the timescales of the project.	H	H	O	May 1, 2004	24/11/03 - commence interface builds prior to the completion of blueprint. 08/12/03 - ITNET may be able to progress this work on the mirror image of the system provided in Jan / Feb 2004. SB to progress	
Some of the BPO's will be unable to dedicate adequate time to produce the project deliverable by the required dates due to ongoing commitments with their 'day jobs'. It has been established that these roles cannot be back filled.	M	H	O	Ongoing	Monitor the delivery / work pressures of the BPO's involved and take pre-emptive action where possible.	Extend project timescales
Decisions have not yet been made on how to handle coding structures in legacy systems which will be extant following the introduction of SAP	H	H	O	March 1, 2004	Review with Jon Clarke and Steve Bostwick.	
No decision has been made on what to do with historical data from LAFIS and other legacy systems. This could result in the Council not fulfilling its statutory requirements.	L	H	O	March 31, 2004	Review access requirements and how they can be met.	None - statutory requirement
Commencement of core HR before payroll will not be manageable and bring no benefits.	H	H	O	March 1	Review phasing	Extend timescale for HR from phase 1 to 2
Data transfer from Fujitsu fails	L	H	O	March, 22	Tests in January and Feb	Emergency extension from Fujitsu (at ITNETs costs)