

ERP Project - 12/08/2014

RISK LOG											
No	Risk Title	Risk Description	Likelihood	Impact	Current Score	Owner	Response to Risk	Last Reviewed	Control/Countermeasure	Revised Score	Controlled Review
1	Data migration	The data to be migrated onto the ERP is complex and held on different systems in various formats. The complexity of data migration and the demand and the specialist resources needed to complete this work may delay the project.	3	4	12	Data Migration Coordinator - Vivienne Broughton	Tolerate	12/08/2014	Due to a delay in the start of the data migration activity the amount of data loaded onto t-Police for system integration testing was reduced. As a consequence the delayed data migration activity now needs to be completed in the next phase of the project. Further resources have been allocated to the project and the work has been rescheduled. There is currently no impact on Go-Live dates but additional risk to the Constabularies as the amount of time critical work to be completed in the next phase has increased. This will remain a high risk until all of the delayed work has been completed.	9	Review
2	Legacy Data/Systems	Legacy data may not be available for reporting purposes as legacy systems need to be discontinued.	2	4	8	Project Manager - Katherine Fitzgerald	Tolerate	12/08/2014	A legacy data plan is being developed with Business Leads to make sure all data that is needed is retained and can be reported on. This plan will also ensure that systems are decommissioned only when the Project Board is satisfied that all required data has been stored successfully elsewhere.	6	Controlled
3	Data Quality	Poor data quality may impact on the performance of 'police and delay migration.	2	4	8	Data Migration Coordinator - Vivienne Broughton	Tolerate	12/08/2014	Data cleansing is being progressed as part of the data migration work.	6	Controlled
4	Service Delivery	Business as usual may be adversely affected during the project as resources are removed from normal work to support implementation.	3	4	12	Heads of Department	Tolerate	12/08/2014	Departmental Heads are aware of the resources needed for project work and backfill has been arranged. This should mean that sufficient resources are available in Departments for business as usual activities - although at times of peak demand and when specialist skills are needed there may be an adverse impact on business as usual.	6	Controlled
5	Resources	Delay due to insufficient resources within Support Departments and the Project Team to carry out the necessary work to implement the ERP.	3	4	12	Project Sponsor - Deputy Chief Constable Hall	Tolerate	12/08/2014	Departmental Heads are aware of the resources needed for project work and backfill has been arranged. This should mean that sufficient resources are available for the project, but the Project Board will manage any difficulties to maintaining the necessary resources needed for implementation.	6	Controlled
6	Personnel and Shift Changes	The ERP could go-live with incorrect data if personnel and shift changes are implemented after payroll parallel run and the DMS pilot. This could also impact on the go-live date or result in ERP going live with incorrect data.	2	3	6	Project Manager - Katherine Fitzgerald	Tolerate	12/08/2014	Director or HR, Programme Manager, RMU lead and Project Team to work with Business Leads to ensure no new structural changes, shift patterns or changes affecting core system are implemented.	4	Controlled
7	Approval Process	Go-live will be delayed if concerned parties (including Staff Associations) are unavailable for discussions to agree items such as overtime rules.	4	3	12	Project Manager - Katherine Fitzgerald	Tolerate	12/08/2014	A project plan has been prepared and will be monitored closely to make sure time is available for the approvals process and that decisions are made in a timely manner.	6	Controlled
8	Deployment Plans	Go-Live will be delayed if senior managers aren't available to agree/develop Deployment / Resource Management Plans. These contain essential details required for the DMS business structure configuration.	4	3	12	Project Manager - Katherine Fitzgerald	Tolerate	12/08/2014	HR and RMU business leads to agree policy surrounding RMU deployment plans and resourcing levels. Although work has already been progressed.	6	Controlled
9	Interfaces	The go-live date will be delayed if there is a delay in the availability of system interfaces.	4	4	16	ICT Project Manager - Andrey Godfrey	Tolerate	12/08/2014	Most interfaces have now been tested. A number are outstanding and plans are being developed to test these before UAT.	4	Controlled
10	Security	Go-live data will be delayed if security work is not progressed on time.	3	4	12	Project Manager - Katherine Fitzgerald	Tolerate	12/08/2014	Resources identified and work underway, although this is delayed. Time available within the plan to catch-up any delay.	6	Controlled
11	Hierarchy	Hierarchy too complicated leading to additional maintenance and two roster trees in Crown.	3	4	12	Dir. of HR - Rachel Wilkinson	Tolerate	12/08/2014	Revised hierarchy now prepared.	4	Controlled
12	DMS	It will take a significant amount of time to configure DMS (and a number of issues that have been raised in workshops) and complete data migration for this area of business. This is likely to create delays.	3	4	12	Project Manager - Katherine Fitzgerald	Tolerate	12/08/2014	Resources have been prioritised to assist in delivering data migration on time, including data migration for Crown.	6	Controlled
13	Developer Resources	Delay in data migration activities means more developer resource will be required up until UAT and possibly later. If this resource is taken from the current development team, there will be an impact on other projects.	3	3	9	Project Manager - Katherine Fitzgerald	Tolerate	12/08/2014	Impact to be kept under review by the ICT Programme Manager.	6	Controlled

14	Payroll	Capgemini has not implemented t-Police with payroll previously. Lack of experience may lead to more issues and delay.	2	3	6	Project Manager - Katherine Fitzgerald	Tolerate	12/08/2014	This risk will be closely monitored by the Capgemini Project Manager.	4	Controlled
15	Change Control Notices	Cap Gemini have raised the risk of an increase in change requests that could delay progress of the project, increase costs and make t-Police increasingly difficult to support post Go-Live.	2	3	6	Project Manager - Katherine Fitzgerald	Tolerate	12/08/2014	BCA to consider change requests to make sure these are kept to a minimum.	4	Controlled
16	Training Plan	Working practices need to be agreed and documented before training can take place. Any delay in preparing processes will delay training.	2	3	6	Project Manager - Katherine Fitzgerald	Tolerate	12/08/2014	Plans for preparing processes provide sufficient time to use these for training.	4	Controlled
17	Testing	Risk that there is insufficient time to complete writing test scripts prior to UAT which could delay UAT or result in testing not being thorough.	3	3	9	Project Manager - Katherine Fitzgerald	Tolerate	12/08/2014	Testing plans in place and being progressed.	4	Controlled
18	Parallel Payroll Run	Running parallel payroll will be time consuming and require additional staff	2	3	6	Project Manager - Katherine Fitzgerald. Head of Finance - Peter Jasper	Tolerate	12/08/2014	Head of Finance has identified additional resources and funds to pay for these.	4	Controlled
19	OBIEE	OBIEE is a complex tool requiring specific skills to write reports. There is a risk the Constabularies won't have enough people trained to write the reports needed. This will impact on how the Constabularies manage their work.	3	3	9	Project Manager - Katherine Fitzgerald. ICT project Manager - Andrew Godfrey.	Tolerate	12/08/2014	Some courses have been booked but others may be needed and the Project Manager will work with ICT colleagues to make sure the necessary courses are booked and staff are ready for Go-Live.	4	Controlled
20	Payment rules	Indicative payment rules need to be agreed by 21st August to allow Crown to build solution prior to UAT. The indicative rules can then be discussed with the Staff Associations	3	3	9	Project Manager - Katherine Fitzgerald. Payroll Business Lead - Liz Brighton	Tolerate	12/08/2014	Outstanding issues for harmonisation documented by Crown. Meeting arranged 13th August to discuss payment rules.	6	Controlled
21	Lack of skills/training for DBA's	The lead Capgemini DBA is due to leave the project in August. Although knowledge transfer has taken place, the Constabularies DBAs do not yet have the skill set to take over this role. This could compromise progress and delay Go-Live	3	3	9	Project Manager - Katherine Fitzgerald. ICT Programme Manager - Nigel Read.	Tolerate	12/08/2014	ICT considering options and Capgemini have offered assistance	9	Review
22	Test Scripts - Payroll	Difficulty in writing test scripts as UPK is not yet available for payroll. Risk is that there is insufficient time to test, train and write detailed scripts before UAT	3	3	9	Project Manager - Katherine Fitzgerald. Payroll Business Lead - Liz Brighton	Tolerate	12/08/2014	UPK's should be available mid - August. Scripts to be prepared based on knowledge of current systems and payroll and then to be checked once UPK material is available.	6	Controlled