

Risk register: Risks of providing the support and hosting centre of excellence for the GO ERP system

The risk				Original risk score (impact x likelihood)			Managing the risk			
Objectives:- to prepare and submit a proposal to be the support and hosting centre of excellence for the GO ERP system; to provide the centre of excellence to the partnership										
Risk ref.	Risk description	Risk owner	Date raised	I	L	Score	Control	Action	Responsible officer	
1	if CBC is successful in its proposal then this may impact ICT resources for other projects during initial implementation phase and each subsequent authority's implementation. Specifically, if (as per the GO timetable) the first authority go-live date is April 1st 2011 then there may be a detrimental effect on the resources required for year end processes.	Jackie Tavener	08/07/2010	4	3	12	Reduce	The proposal specifies the additional resources needed to deliver the service. Additionally, GO has stated that it will provide resources to cover increased volumes during the implementation period. ICT will re-prioritise work schedules around the implementation times if necessary.	Jackie Tavener	
3	If CBC either fails to provide or performs poorly in delivering the service then CBC could incur financial damage	Jackie Tavener	08/07/2010	2	2	4	Transfer	With regard to financial liability, the GO Programme Board has agreed in principle, to include a "hold harmless" clause in the s101 agreement.	Jackie Tavener	
4	If CBC either fails to provide or performs poorly in delivering the service then CBC could incur reputational damage.	Andrew North	08/07/2010	3	2	6	Reduce	GO will independently scrutinise the proposal before deciding whether to accept it and will need to assure themselves of the likely quality of the service. Governance arrangements of the GO partnership will monitor service delivery and will include provisions for renegotiation of the service.	Jackie Tavener	
5	If costs are not correctly estimated when putting forward the proposal then CBC may incur unseen financial costs.	Jackie Tavener	08/07/2010	2	5	10	Reduce and Transfer	Costs, where identified, will be included in the proposal. It is intended that the Section 101 agreement (as well as the Partnership Agreement) will include provisions to fairly distribute additional costs if and when they arise. Specifically, GO has confirmed that de-commissioning (including redundancy) costs will be cost-neutral to the service provider.	Jackie Tavener	

7	If CBC as lead authority agrees to a hold harmless agreement then CBC's insurance company may need to revise the existing insurance cover to cover the proposed centre of excellence and this may introduce further costs.	Paul Jones	08/07/2010	2	2	4	Reduce	Seeking clarification from insurance companies	Paul Jones / Shirin Wotherspoon
8	If CBC is supporting different software interfaces amongst the authorities then this may effect the delivery of support and development of the ERP system	Jackie Tavener	08/07/2010	2	2	4	Reduce	Change control procedures and governance needs to be clear. The ERP application support analyst role will work with the partner authorities in the development of the ERP system to establish standard formats, ensure adequate testing and agree change management protocols in order to reduce the likelihood of problems.	Jackie Tavener
9	If CBC is successful in the proposal then we will need to introduce cultural change and new ways of working to support the GO ERP system across four authorities	Jackie Tavener	08/07/2010	2	3	6	Reduce	Agree and introduce working procedures. Train staff in new procedures. Put effective communications in place	Jackie Tavener
10	If CBC is successful in the proposal then this may have a detrimental affect on the service that ICT currently provides to CBC, Cheltenham Borough Homes and Cheltenham Festivals	Jackie Tavener	20/07/2010	2	3	6	R	Any additional staff required to host and support the ERP system will be included in the proposal and pricing schedule to be returned to the GO partnership. ICT will continue to undertake prioritisation and planning with its customers so as to minimise impacts on the overall service	Rachel McKinnon/ Paul Woolcock
11	If CBC hosts the GO ERP system within its existing infrastructure then then this may effect the CBC capacity to host any future CBC business systems and may in turn have a financial impact on CBC	Jackie Tavener	20/07/2010	2	5	10	R	GO has clarified that it will not contribute additional costs until the 5 year review point has been reached.	Paul Woolcock
12	If CBC is successful in the proposal then this will provide an opportunity for two application support roles which are graded higher than any existing ICT roles. If two existing ICT staff are recruited into these roles then this will create a knowledge and skills gap which may be difficult to fill.	Jackie Tavener	21/07/2010	3	5	15	R	Need to plan for sensible handover timescales. May need to use market supplements if existing pay scales do not attract the right level of staff.	Jackie Tavener

Risk description:

If.....Then.....Brief description. Be SMART. Risk to the delivery of an objective.

risk score:

Impact: 1-4
Likelihood: 1-6
Please refer to scorecards

Control:

Reduce
Accept
Transfer to 3rd party
Close

Note: Objective = Corporate, divisional or service objective. Not to be confused with a specific project title. E.g. a corporate ambition in the business plan is the objective, not necessarily the individual milestones beneath it.

Risk register: Risks of not providing the support and hosting centre of excellence for the GO ERP system i.e. receiving this service from another authority or from an external commercial hosting organisation

The risk				Original risk score			Managing risk			
Risk ref.	Risk description	Risk owner	Date raised	I	L	Score	Control	Action	Responsible officer	
1	If by agreeing to a hold harmless clause with another lead authority where CBC agrees not sue this authority for any internal losses incurred as a result of this authority's negligence then CBC may be liable for any costs and reputational damage incurred	Jackie Tavener	08/07/2010	2	1	2	Reduce	Selection of a different lead authority will be subject to GO's stringent criteria and process. Governance arrangements of the GO partnership will monitor service delivery	Jackie Tavener	
2	If CBC agrees to a "hold harmless" agreement with another authority then the CBC's insurance company may need to revise the existing insurance cover to cover the proposed centre of excellence	Paul Jones	08/07/2010	2	1	2	Reduce	Seeking confirmation from insurance companies	Paul Jones	
3	If CBC is not successful in the proposal then we will need to introduce cultural change and new ways of working with regards to working with the hosting and support provider of the ERP system	Jackie Tavener	08/07/2010	2	3	9	Reduce	Agree and introduce working procedures. Train staff in new procedures. Put effective communications in place	Jackie Tavener	
4	If CBC is not successful in the proposal then there will not be an opportunity to develop and grow our team	Jackie Tavener	08/07/2010	2	3	6	Reduce	Effective communications needs to be put into place and other opportunities explored	Jackie Tavener	
5	If CBC does not provide the hosting centre of excellence then there may be a dependancy on an external supplier to provide this service and impacts on the costs and timescales of the programme	GO Programme Board	20/07/2010	3	5	15	Reduce	Governance arrangements of the GO partnership will monitor service delivery	Jackie Tavener	
6										
7										
8										
9										
10										

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Reduce
Accept
Transfer to 3rd party
Close

