

AGENDA ITEM: 6

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Meeting	Cabinet ICT Committee
Date	14 September 2005
Subject	Modernising Core Systems Project – Post-Go Live Update
Report of	Cabinet Member for Policy and Performance
Summary	This report provides an update on the Modernising Core Systems Project..

Officer Contributors	Mark Webber, Modernising Core Systems Project Manager
Status (public or exempt)	Public
Wards affected	None
Enclosures	Appendix 1: Go-live functionality Appendix 2: Key systems outcomes Appendix 3: Competency Centre Statistics Appendix 4: Attendance at Training Appendix 5: MCS Phase 2 outline Appendix 6: Current risk log
For decision by	Cabinet ICT Committee
Function of	Executive
Reason for urgency / exemption from call-in (if appropriate)	N/A
Contact for further information:	Mark Burgess, MCS Programme Director Manager (020 8359 7013).

1. RECOMMENDATIONS

- 1.1 That the progress of the Modernising Core Systems Project be noted.

2. RELEVANT PREVIOUS DECISIONS

- 2.1 Cabinet Resources Committee and Cabinet ICT Committee, 19 August 2004, Modernising Core Systems.
- 2.2 Cabinet ICT Committee, 29 June 2005, Modernising Core Systems Project

RESOLVED – That the Committee note the stage that the Modernising Core Systems Project is at and the major challenges that the business faces in terms of achieving a successful go live on 1 August 2005.

3. CORPORATE PRIORITIES AND POLICY CONSIDERATIONS

- 3.1 The Modernising Core Systems Programme is fundamental to the delivery of the corporate priorities in delivering ‘a better council for a better Barnet’ through investment in modern systems, as set out in the Corporate Plan.
- 3.2 The programme also supports the delivery of the key objectives set out in the Resources and Borough Treasurer Performance Management Plans.

4. RISK MANAGEMENT ISSUES

- 4.1 Risk management, the process for identifying risks in relation to MCS Project, allocating ownership of agreed risks and monitoring how they are being addressed in line with their likelihood and impact, has been embedded in the MCS Project Management process. It is owned by the Project Management team and the existence of an effective process was a critical success factor which contributed to the go-live achieved by the target date. For the current risk register, see **appendix 6**.
- 4.2 External Audit have also recently set out their views on the project pre-go live in their report to Audit Committee on 31 August 2005, identifying 4 specific significant risks which are being managed as part of overall risk management arrangements.

5. FINANCIAL, STAFFING, ICT AND PROPERTY IMPLICATIONS

- 5.1 The original budgeted position as reported to Joint CRC and Cabinet ICT Committee (19 August 2004) was as follows:

Cost/(Saving)	2004/5	2005/6	Ongoing annual base budget cost
	£000s	£000s	£000s
Total Capital	5,662	2,498	0
Revenue			
Preferred supplier costs	0	611	611
Capital financing costs	0	500	500
Savings from legacy systems and mainframe	0	(331)	(662)
Procurement costs	500	0	0
Total Revenue	500	780	449

- 5.2 While expecting to draw upon the budgeted contingency due to unforeseen expenditure on agreed change control procedures and on purchasing PC upgrades for the business, the Modernising Core Systems project will come in under budget with costs minimised within existing budgets and by additional income contributions which are being sought from partners. A detailed budget monitoring for the MCS project is reported to the Programme Board on a monthly basis.

6. LEGAL ISSUES

- 6.1 None.

7. CONSTITUTIONAL POWERS

- 7.1 The Cabinet ICT Committee has the responsibility "To monitor the implementation of the e-Government and ICT strategies" as stated in Part 3, Responsibility for Functions, of the Council's Constitution.

8. BACKGROUND INFORMATION

Phase 1 – the System, the Stats and the Support

- 8.1 All aspects of the phase 1 SAP solution implementation went live on Monday 1 August 2005 in line with the key project milestones. For a full list of those aspects of the system now live, please see appendix 1.

- 8.2 As part of the implementation, numerous key deliverables were achieved through the various aspects of the system, from the extensive roll out of those aspects of the system to wage payments to staff members through SAP for the first time. Full details of these deliverables are detailed in appendix 2.

Phase 1 – Training and Support

- 8.3 A fundamental aspect of providing support to phase 1 go live has been the establishment of the competency centre, the central helpdesk that proactively supports and develops users in their use of SAP, ensures full exploitation of the SAP going forward and develops SAP in accordance with changing business requirements, product and service changes going forward. For an update on the current competency centre statistics, see appendix 3.
- 8.4 Clearly, however, the first line of support for users has been the intensive training programme that has been put in place and rolled out across the authority through MCS. Appendix 4 outlines the attendance rates at courses to date. Initial feedback suggests that the training material has been clear, easy to understand and trainers have spent time to explain things using examples from the work place.

Phase 2 – Functionality and Realising the Benefits of the System

- 8.5 Phase 2 of MCS go live will take place on 1 April 2006, with work beginning on this immediately following the closure of phase 1 at the end of August 2005. For an outline position on what is included within phase 2, see appendix 5. This implementation will continue to be supported by both the competency centre and a training programme as delivered in phase 1.
- 8.6 Clearly, while SAP is live, benefits to the authority will not be leveraged automatically and must be managed proactively. As well as marking the move into phase 2 implementation of the remaining aspects of the SAP system, the end of August represents the beginning of a new stage in the development of the organisation enabled by the Modernising Core Systems project outcomes.

- 8.7 The MCS Change Team will lead on the identification and realisation of benefits including savings. Working with all services, the team will facilitate an evaluation of their business processes based on a consistent methodology and approach. Best practice will be adopted to improve processes by streamlining and re-engineering and removal inefficiencies and duplication. The Change Team will work closely with the Competency Centre to ensure that the functionality of the SAP system is fully exploited in order to support and expedite the necessary process improvements.

9. LIST OF BACKGROUND PAPERS

- 9.1 Cabinet ICT Committee, 19 March 2002, Enterprising Resource Planning.
- 9.2 Cabinet ICT Committee, 26 June 2003, Approval of IS Recovery Plan.
- 9.3 Cabinet Resources Committee, 24 July 2003, Modernisation of Payroll Service.
- 9.4 Cabinet ICT Committee, 5 May 2004, Modernising Core Systems.
- 9.5 Cabinet Resources Committee & Cabinet ICT Committee, 19 August 2004, Modernising Core Systems.
- 9.6 Cabinet ICT Committee, 8 November 2004, Modernising Core Systems.
- 9.7 Cabinet ICT Committee, 29 June 2005, Modernising Core Systems Project.

BS – DVP
BT – MG

Appendix 1: Phase 1 SAP Go Live

Key functionality now live includes:

Core Financials: including General ledger, Management accounting, asset accounting, Capital Management, Accounts Payable and Accounts Receivable

Procurement: including e-Procurement, standard procurement and stock management

Works order Management: including defect maintenance, planned maintenance, capital works

HR/Payroll: including the implementation of personnel record and end month payroll

Adobe e-Forms: electronic time-sheeting system for overtime are implemented and awaiting activation when the payroll team wish to release this functionality. A decision is to be taken whether this goes live for end-month employees only or whether we wait for mid month employees to be live as well.

Appendix 2: Key System Deliverables

Users

311 R3 (core function – HR/Finance) users
445 EBP (procurement module) buyers
391 EBP buyers waiting for release once trained.

The criteria for releasing users to use the SAP solution was, business critical users who have been trained in the appropriate functions within SAP in line with the roles defined by the business.

62 000 Customers

The criteria used to import customers into the SAP solution was based on those accounts in the legacy systems where there was an outstanding balance and / or we have transacted in the last 24 months.

4 900 Vendors (Suppliers)

The criteria used to import suppliers into the SAP solution was based on those accounts in the legacy systems where there was an outstanding balance and/or we have transacted more than 3 payments in the last 12 months.

940 Cost Centres

The criteria used to create cost centres in the SAP solution was based on the publication of the Organisational Structure as published by the Chief Executive in the January edition of First Hand and in consultation with the Accountancy Teams and Departmental Managers.

2 500 Stock Items & Material Masters

Stock items and Material Masters were created in the SAP solution through a process of data cleanse from information out of Radius and in consultation with the business where stock was held outside the depot (5 locations).

8 000 Service Masters

Service Masters (i.e. available services for purchase) were created through data cleansing activity of information within Symology asset management solution (interfaced with SAP) and with validation from the business.

1 EBP Internal Catalogue

10 external vendor catalogues feeding through to 1 internal catalogue with about 100 items on it. Each catalogue was created with consultation with the business and pulled together into one internal catalogue for all EBP buyers to access.

Punch Out Catalogues

Punch out catalogues (i.e. bespoke catalogues with external suppliers linked into SAP through the EBP purchasing solution) with Office Depot and Supplies Team with two more going live early next week (County Supplies and SCC). The punch out catalogues were selected in consultation with the Strategic Procurement Team and in line with Contract Procedure Rules.

16 488 Functional Locations (Streets, Buildings and Rooms)

These represent the physical asset hierarchy in SAP as per the corporate gazetteer (system holding all corporate land and property information).

293 Work Centres (Representation of the labour force in WOM eg Fitters, Electricians, Plumbers).

323 Task Lists

Task lists set up in WOM for the work centres to follow. These are a standard set of work instructions which will be copied through to a work order when planned maintenance schedules a job.

31 836 Pieces of Equipment (lamp posts, parking machines).

25 Interfaces

Interfaces with other business critical systems, with a further 7 interfaces with non Business critical systems interfacing to 19 business systems.

6 500 Month End Payroll

End Of Month staff paid by the SAP Payroll.

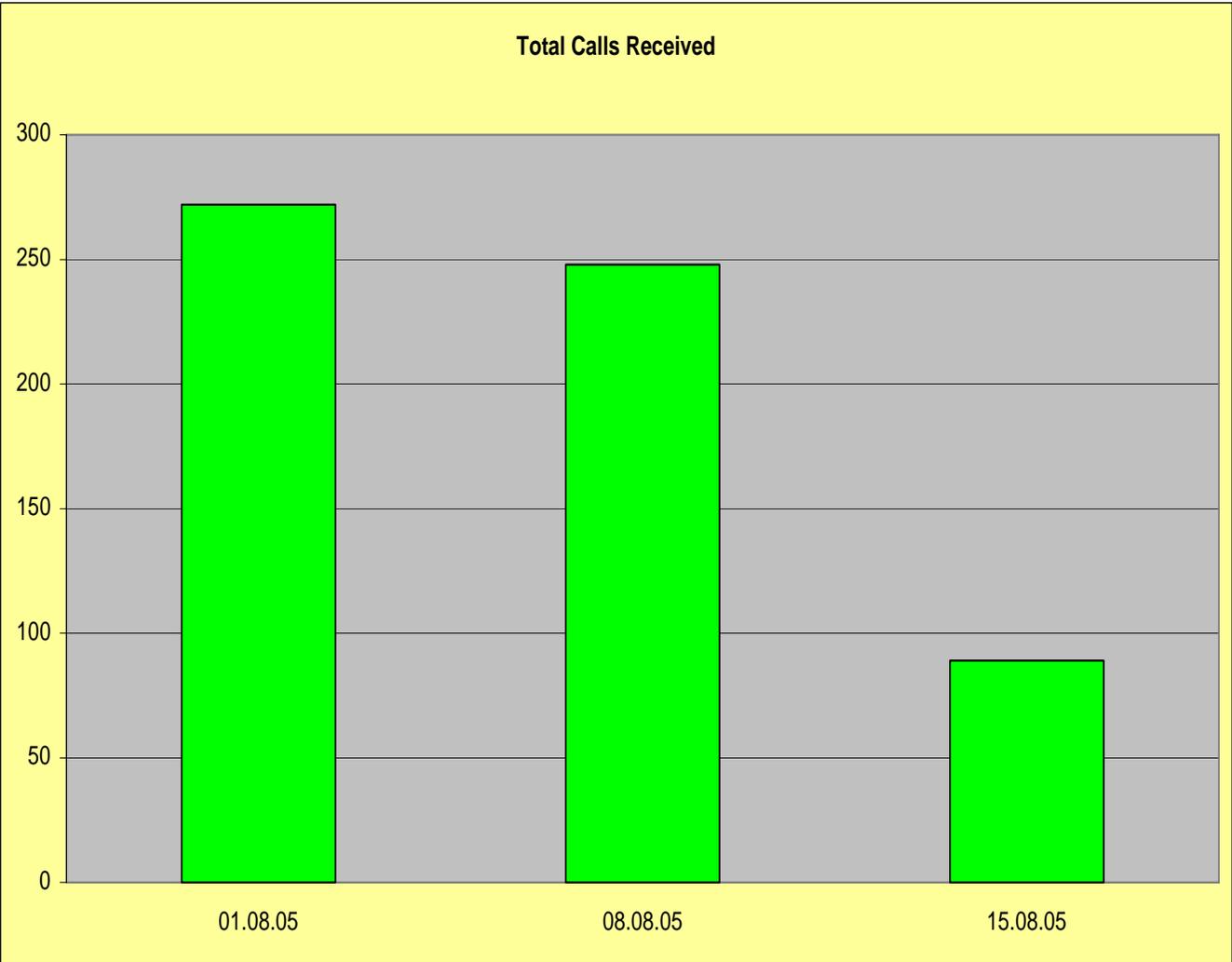
Employee Records

Capturing 52 data entities on every employee.

Appendix 3: Competency Centre Statistics

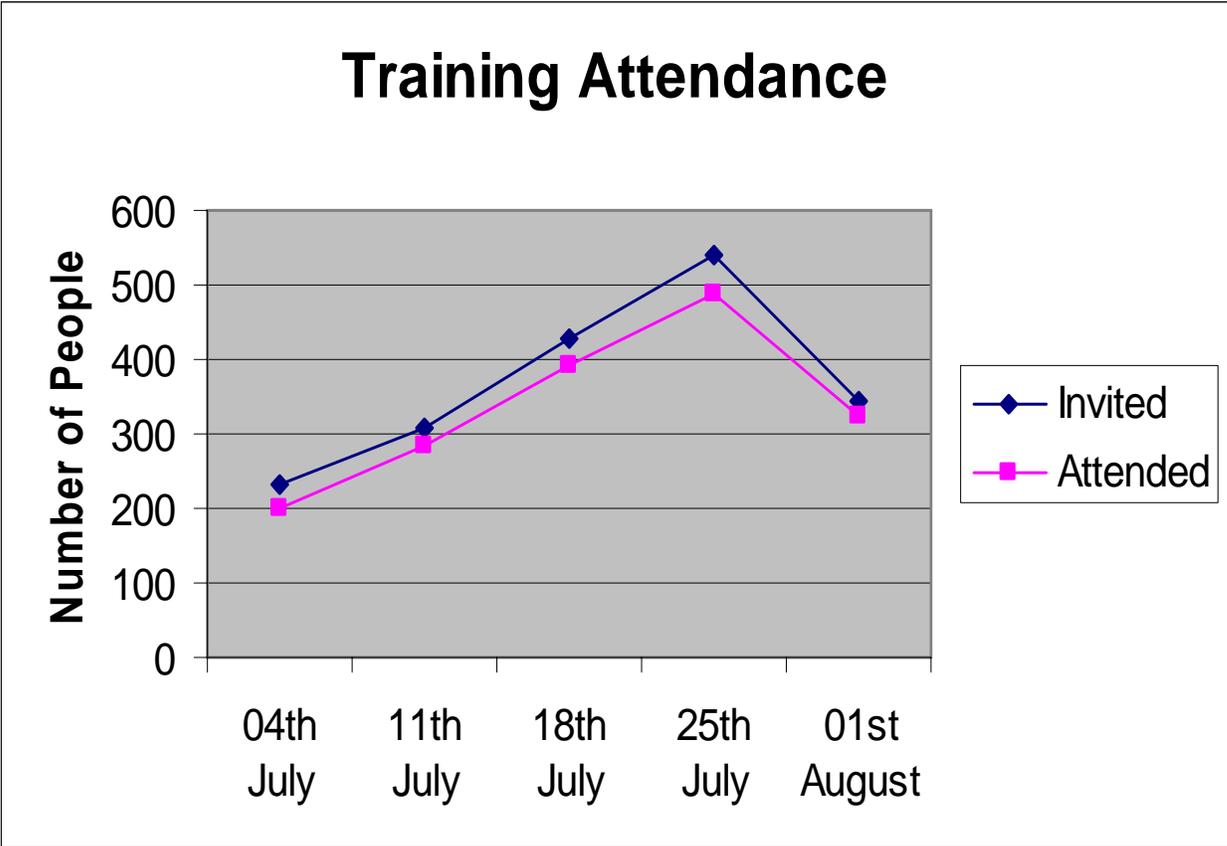
A total of 520 calls were received during the first two weeks of operation of which 87.5% have been resolved.

Total number of call received each week by the Competency Centre



Appendix 4: Attendance at Training

Attendance at training courses continues to improve, with 94% of people invited to training courses attending during the week of go live.



Appendix 5: Phase 2 Functionality

Original Scope of Phase 2

Data Warehouse

Business warehouse is an advanced report writing tool. It allows the user to pull data from multiple sources into a single report. This would be time consuming and clumsy using standard report writing tools. The business warehouse tool should not be looked at in isolation, but rather one reporting mechanism in the suite of tools available to LBB. Only those reports suited to this tool will be written in business e.

E Procurement (e Tendering)

The electronic processing of bid invitations, whereby potential suppliers are identified and can submit responses for the supply of specific goods and/or services.

Two types of bid invitation are available. Public, where the process takes place via an internet portal/marketplace or own web page, and thereby open to a larger number of responses. Private, where the process takes place by e-mail, with the number and identity of the bidders strictly controlled, usually to the currently accredited suppliers for the corresponding type of goods/services.

HR Employee Self Service – holiday, personal detail and expenses using e-forms

This is a solution that via the internet allows LBB employees to enter their own holiday requests, amend their own personal details, such as address and telephone number and enter expense requests. Through the use of workflow these are routed to their manager for approval.

Health and Safety (Occupational Health)

Although this was originally phase 2 this has been implemented in phase1.

HR Performance Management

Employees performance can be tracked and monitored in SAP using PD (appraisals) linked with company objectives. Employee targets can be set for the year and appraised at regular intervals to ensure they are in-line with expected results. Training courses can also be linked with appraisals to ensure the relevant skill transfer is available for the employee to achieve their aim.

HR Training Management

Training & Event Management (TEM) is used to control, track and monitor training of employees – and external people if needed – throughout the duration of the employee or external person lifecycle.

This can also include, if required, the recording and the monitoring of qualifications gained when attending various courses. This has the advantage of matching position requirements against employee qualifications efficiently.

HR Recruitment

HR Recruitment tracks applicants through the various stages of Recruitment and allows correspondence to be produced to aid the end-user with the administration process. This integrates with PA and applicant information is passed from Recruitment to PA, thus avoiding duplication of data.

Phase 2 Scope through Change Control

HR Cost Planner

The personnel cost planning and simulation capabilities of SAP enable cost planners to support both strategic personnel management and overall enterprise strategy. Scenarios can be created based on different assumptions to simulate future developments. The consequences of those developments can then be analysed, and planned-actual comparisons enable deviations to be recognised promptly and acted upon. Furthermore, user-friendly Web applications allow parts of the planning process to be de-centralised to line managers, making managers more aware of costs. This gives the facility to anticipate at a detailed level in-year salary forecasts, nor to model future payroll costs. 'Detailed level' in this context refers to planning over and above simple GL account percentage increases – for example determining the cost of establishment positions, deriving additional cost items (such as changes to employers National Insurance/ Pension contribution), and the cost implications of incremental growth, FTE headcount changes and pay awards.

Works Order Management – Environmental Services

During phase 1 a WOM template was implemented. Certain areas of the business were not in the original scope. The plan of phase 2 is to roll out the current template to these areas of the business and implement additional functionality as defined necessary in the business blueprint to meet their business requirements.

Instalment Payment and Discount Facility

Invoice Write Off on Block

Aged Debt Analysis by Sales Office

Category B Interfaces

Risk Register for: Modernising Core Systems up until 30 August 2005					OPEN RISKS - 30 August 2005							
Ref	Type	Date Identified	Raised by	Area objectives	Risk	Significance (H,M,L)		Control in place (Project Manager- details highlighted need more information on current controls)	Further action proposed (including timetable)	Reviewed By	Date Last Updated	Responsible Officer
						Likelihood	Impact					
31	Staffing/Culture	09/09/2004 15/11/2004 15/01/2005 15/01/2005	MW MB QA QA	To ensure that all staff are receptive to the process changes that will be brought about by the new system. To ensure that the implementation is completed with minimum disruption from outside parties e.g. Unions	Lack of support for process changes or passive resistance to change leading to a failure to maximise the input from all staff involved Failure to identify and address the impact of the new solution on staff leading to delayed implementation and an inability to realise benefits as early as possible. The wider organisation is not engaged / engaged appropriately leading to increased risk that new systems, working practices will be rejected in turn leading to increased risk of organisational continuity issues (4) The staff impacts recognised, understood or planned for (1)	medium	Medium	An External Change Manager is in place and is building up a change plan via a TOR, and will work closely with LCMG & The Business Change experts	Monitoring of the TOR to ensure that communications are focused and support the Change Plan UPDATE 27/10/2004 - An updated communications plan to go to programme board 28/10/2004, and also a series of business based Kick Off sessions planned for 1, 2 & 3 of November 2004. UPDATE 9/12/2004: The Unions have been engaged. UPDATE 20/12/04 - A Series of one off demonstrations throughout the Council buildings are planned for January 2005 to ensure increased awareness of the project by the business. UPDATE 28/01/2005. Further work around communications has occurred. UPDATE: 23/02/05: A revised communications strategy including presentation to CMT & HOS will occur in February 05. UPDATE 23/02/05 REF QA: New Resource Directorate structure is required at the beginning of Realisation such that the system build can start(NW). A business continuity plan is required closer to go live to ensure business continuity in the absence of go live as at the planned date (MCS PROJECT) . There has been a significant change in focus & profile of the MCS change team since the appointment of S Powley as the change manager and there is a far greater feeling UPDATE 11/7/05: Post go live support is being developed with the Service Areas providing resour UPDATE 30/08/05 Risk remains open until greater customer usage can enable a more accurate	MW & AF	30/08/2005	SP
54	Strategic	08/12/2004	G. Topp	To ensure that income reconciliations for cash receipts can be performed properly and promptly	Inability to correctly identify and address cash receipting errors or anomalies promptly	medium	Medium	Actions were identified in a detailed plan of the AXIS implementation including purchase order and functional requirements for the IR module.	UPDATE 25/02/05: An aggressive resolution is being sought to resolve the Axis problem by co-operation between the MCS Project & IS. UPDATE MW: This risk has now been reclassified due to the significant work in respect of specifying & understanding UPDATE 11/7/05: This will be part of the unit and integration tests with AXIS. UPDATE 30/08/05 Remains open until AXIS Interface has been run on a regular basis	MW & AF	30/08/2005	MK
57	Strategic	08/12/2004 15/01/2005 15/01/2005	I. Speirs QA QA QA	To ensure that LBB users are adequately trained at go-live to ensure that they are able to operate SAP effectively.	Lack of working knowledge of SAP at go live leading to an inappropriate front line service delivery, delayed input of data and key information not being available early. The scope of training is not understood Lack of appreciation of planned work and project and organisational impact Development of the required materials, courses and environment cannot be achieved in the planned timescales The workload cannot be met in the planned timescales	medium	Medium	N/A - process to be implemented	The LBB Training Manager will be working within the team from mid Jan 05 onwards. The initial phase will be to develop a Training Needs Analysis (TNA) that will cover the requirements of end users. UPDATE 28/01/2005 : The LBB training manager has commenced the secondment to the MCS team. A high level training needs assessment will be prepared over the next 3 weeks (around 18 February) with more detailed needs being identified as the "to be" organisation unfolds with the development of procedures and roles and responsibilities during the Realisation stage. UPDATE 23/02/05: As Part of Blueprint Finalisation a Training Needs Analysis was issued and signed off as part of Blueprint Finalisation on 17/02/05 - this TNA contained a training Strategy. UPDATE: Training and the end training using remains a concern, a request was made at Board on 12/5/05 for LCMG to come forth with assistance to ensure that training and the team can have greater assistance.	MW & AF	30/08/2005	A Phelan
72	Project Management	10/03/2005	I. Speirs	To ensure that data being migrated is properly cleansed in the Business area prior to the submission of the data object files to the Data Migration team for validation and ultimately, upload to SAP	Incorrect data uploaded into SAP leading to resources being required to cleanse data in SAP, the inability to process data in SAP, the processing of incorrect data and the generation of incorrect output. Data inappropriately changed during the data cleansing process	Medium	High	All data loads prior to Loading into the SAP are being loaded into a test database to ensure accuracy of files etc and data requirements. Plus a Data Cleansing strategy is in existence and being applied.	Compliance and enforcement of the data cleanse strategy. Data Cleansing Owner needs to ensure that only responsible officers have access to the data cleansing process (and therefore files), additionally clearly defined duties should be agreed with all resources engaged. Checking procedures should also be employed to try to minimise risk of inappropriate data being added. UPDATE thy Data Migration Manager is ensuring that all Data Objects have an agreed cleanse owner in the business and all data files transferred are going through testing cycle before finally being loaded into SAP, this risk has been reclassified as Medium impact UPDATE 11/7/05 - Processes are in place to qualify data prior to loading, however this remains a risk. PD Update 25/08/05 - This risk has been upped to a high high and MW/MB e-mailed for a containment plan. "This is on the basis that we have knowingly loaded 'less than suitable date to project systems. This in itself is logged as 2 issues. This is still arisk as there is a lot of data to be loaded into finance still and unless greater care	PD	25/08/2005	The Data Entity Owners
78	Strategic	04/05/2005	Richard Coldwell	To ensure that physical asset data is consistent across LBB systems	As a result of planned changes to the NSG/LLPG elements of the Barnet GIS system, an interface between SAP and GIS was deemed impossible for this phase of the MCS implementation. Level 3 highways gazetteer data is being used for the SAP road/street source data. There is currently a process to keep this information up to date every month. Plan needs to be put in place to ensure that all SAP data is kept up to date (streets/sites/buildings etc.) since GIS is likely to be the master source of this data. There is an additional risk here, in that the highways asset management (HAM) replacement system currently under investigation, may start to define data requirements in such a way that limits interfacing with MCS (See also risk 38). UPDATE 30/08/05 Assigned to D Hunt, a containment plan is required for this risk	Medium	Medium	Currently there is no control in place. D Hunt to develop	UPDATE 11/7/05 - This needs to be addressed by Lisa Stannard PD Update 25/08/05 - Lisa Stannard e-mailed for update. MW Update DH mailed on 30/08/05	PD/MW	30/08/2005	D Hunt
85	Project Management	20/05/2005	Andy Foster	Feedback from testing to be established	The quality of the post go-live materials may be compromised by the changes that are being made to procedures not being reflected in BPPs	Medium	Medium	A protocol needs to be developed by the PM Team to ensure this occurs	Scripting errors to be filtered from the error log and where the error is material, business experts to correct the errors. UPDATE: Assurance needs to be given that the testing cycle did result in changes being made	MW & AF	30/08/2005	L Anslow
88	Project Management	20/05/2005	Susan Lowe/ Tim Tyler	Issue raised with Susan Lowe by Mike Connolly re Temporary Housing - nightly purchases. These are spot purchases up to 70 per week with 600 users that are currently recorded on an access database. Mike concerned as to how this information would be passed on/incorporated into SAP.	Issue discussed with Tim Tyler who was aware of this database and spoke to Mike Connolly and stressed that data must be cleaned in order to be incorporated in SAFFRON when access database removed. Abishek Lekshmanan is aware of this and responsible for data cleansing work.	Low	Medium	An assurance that in the decommissioning strategy care is applied to ensure this database is both decommissioned and the data cleaned before being passed to SAP	UPDATE 15/07/05: In the decommissioning strategy and thus in all date migrated to SAP it will be cleaned before migration to SAP UPDATE: 30/08/05: Tim Tyler to respond to this	MW & AF	30/08/2005	Procurement Team Leader
92	Staffing/Culture	27/05/2005	Mike Conolly - procurement workshop	To ensure that the new purchasing process introduced by SAP is understood and followed.	Purchasing Group structure is not understood by service areas therefore the role required is not performed.	Medium	Medium	NA	27/05/2005: Change management need to fully understand the role, SAPO's need to be identified, workshop for SAPO's in June need to cover this area. UPDATE: M Conolly is reviewing the Purchasing Groups Etc through the Org Plan Review with the business	AF & MW	30/08/2005	SPT
93	Compliance	27/05/2005	Tony Dale-Low	Management of Catalogues	Post go-live management of data, including catalogues, org structure, material / service data etc	Medium	Medium	NA	27/05/2005: Team members need to be identified for competency centre, SPT need to be aware and focused on this. 26/08/05: Tim Tyler e-mailed to update risk description.	AF & MW	30/08/2005	SPT

94	Staffing/Culture	27/05/2005	Susan Lowe	Staff compliance to New Procedures	Staff compliance to the new Sap process / procedures	High	High	NA	27/05/2005: HR Policy needs to address actions when process not followed, Union needs to be in agreement, board needs to approve, a monitoring process needs to be in place. UPDATE: The CC Need to apply a monitoring process where rogue practises are being applied in SAP, Actions outside SAP need to be monitored by Audit	AF & MW	30/08/2005	CC & Internal Audit
95	Compliance	27/05/2005	Tony Dale-Low	Vendor Compliance	Vendors not complying to new SAP process	Medium	Medium	NA	27/05/2005: T's and C's need to be updated, code of conduct and internet info needs to be updated, comms to suppliers reviewed and sent	AF & MW	30/08/2005	Katerina
96	Strategic	27/05/2005	Mark Burgess	Contract Compliance	Conflicts between constitution/contract process & SAP	High	Medium	NA	27/05/2005: Legal & Risk made aware, engagement required by Nick Walkley UPDATE: Katerina to provide update	AF & MW	30/08/2005	Katerina
97	Strategic	27/05/2005	Susan Lowe	Control of P Card Usage	Continued use of Pcards, limits not refined, EBP catalogue suppliers paid via Pcard	High	Medium	NA	27/05/2005: Use Pcard controls, policy reviewed and communicated, Direct comms and agreement with suppliers that have been receiving P Cards i.e. Office depot, suppliers team. UPDATE: Katerina to update	AF & MW	30/08/2005	Katerina
98	Strategic	27/05/2005	Piers Dove (Workshop - Project Management team)	To ensure the automated production of key outputs e.g. cheques, orders and BACS files.	Inability to automate and generate the production / printing of cheques, orders and BACS remittances.	High	High	NA	27/05/2005: Modify SAP output per m/f. Explore M/F solution. Continue with existing, use manual orders, post remittance. UPDATE: M Kallas to provide update on the Bottom Lines solution availability	AF & MW	30/08/2005	Steve Brooks/M Kallas
99	Strategic	27/05/2005	Mike Kallas (Workshop - Project Management team)	To ensure that suppliers provide the required interfaces	Failure by suppliers to develop the required interfaces leading to the required legacy information not being available in SAP promptly.	High	Medium	A process to monitor the progress of interface development exists. This will be monitored in line with the daily monitoring process agreed.	27/05/2005: Create orders with delivery dates and engage with suppliers. Develop plans for manual processes. Resolution date: 31/7/05 UPDATE: Open pending review of Swift Interface availability	AF & MW	30/08/2005	Mike Kallas
101	Strategic	27/05/2005	Mike Kallas (Workshop - Project Management team)	To ensure that users are properly mapped to user roles.	Quality of users to user roles inadequate	Medium	Medium	Revisits to the business has occurred to determine accuracy of user roles	27/05/2005: QA users and user roles. Create generic users and roles and control security. Resolution date: 30/6/05 UPDATE: Ongoing process in place	AF & MW	30/08/2005	Sue Richter
102	Strategic	27/05/2005	Mark Webber / Piers Dove (Workshop - Project Management team)	To ensure that an effective competency centre is established promptly.	Inappropriate consideration given to developing an effective competency centre	High	High	The advert for Competency Centre manager was issued on 1/6/05	27/05/2005: Recruit manager, recruit staff, train staff, develop procedures. Roles and responsibilities. Resolution date: UPDATE: A Strategy Paper for taking the Competency Centre to a Steady state was issue to The Operational Board at its sitting on 24/25/08/2005 this paper needs to be developed into reality	AF & MW	30/08/2005	A Phelan
105	Strategic	27/05/2005	Piers Dove (Workshop - Project Management team)	To ensure that Business Experts are able to support SAP after go-live	Business experts unable to address SAP issues after go live leading to disruption to service	Medium	High	Ensure maintenance of business experts in alignment to the Project post Go Live	27/05/2005: Knowledge transfer process to put in place for each business expert. Resolution date: 15 June 2005 UPDATE: The Business experts are being assisted by External Consultants where necessary	AF & MW	30/08/2005	PMT
106	Operational Payroll & HR	31/05/2005	Tony Lampert (Workshop - HR/Payroll Team)	Ensure accurate & ongoing maintenance and monitoring of the Positions spreadsheet	Position spreadsheet is not maintained by Business	Medium	High	Weekly monitoring (at HR/Payroll meeting) and sign-off in place.	Create positions manually for live load (contingency) UPDATE: T Lampert to provide update	AF & MW	30/08/2005	Andrew Simpson
107	Operational Payroll & HR	31/05/2005	Tony Lampert (Workshop - HR/Payroll Team)	Ensure that email addresses are provided by the business for data migration	Business do not provide email address needed for data migration	High	Low	Chase Business UPDATE: T Laampert to provide Update	Input manually, post go-live (contingency)	AF & MW	30/08/2005	Simon Whittle
108	Operational Payroll & HR	31/05/2005	Tony Lampert (Workshop - HR/Payroll Team)	Ensure that Cost centres for the finance workstream are confirmed in a timely manner	Cost Centres for Organisation Units not confirmed in time from Finance workstream	High	Medium	Raise/monitor at integration Meeting	Use a dummy cost centre for live load (contingency) UPDATE : T Lampert to Provide Update	AF & MW	30/08/2005	Julie Oldale
110	Operational Payroll & HR	31/05/2005	Tony Lampert (Workshop - HR/Payroll Team)	Ensure that all legacy payroll data is cleansed by Go Live	Data cleanse of legacy payroll data not completed by go-live	High	Medium	Follow data cleanse plan as proposed by Chandra. Data owners should sign off.	Manually correct in SAP before/after go-live UPDATE: Completed for Month End P/Roll but left open for Mid Month	AF & MW	30/08/2005	P Dempsey
111	Staffing/Culture	31/05/2005	Tony Lampert (Workshop - HR/Payroll Team)	Ensure that Organisational changes are completed in readiness for go live	Organisation may not have right staff in the roles needed to successfully run the system (i.e. organisational changes may not be completed before go-live)	Medium	High	Change Team	UPDATE: T Lampert to provide update	AF & MW	30/08/2005	T Lampert
113	Strategic	31/05/2005	Piers Dove (Workshop - Project Management team)	To ensure that processes exist to address gaps arising should key staff leave the MCS team	Key staff, particularly those responsible for key deliverables, leave the the SAP implementation.	Low	Medium	The Project Management team monitor this as part of their project management role and will request resource where necessary.	UPDATE: A Phelan to provide update ref succession plan based on Knowledge transfer and phas	AF & MW	30/08/2005	A Phelan
118	Finance	27/05/2005	Craig Brawn (Workshop - Finance Team)	To ensure that the SAP implementation by 1 August is not delayed by any issues surrounding the vendor master database.	Failure to resolve issues around Vendors leading to the inability to load vendors..	Low	Low	A contingency plan needs to be established as part of the cut over approach, to ensure go live can be achieved with the loading of this data	UPDATE: Outstanding action to update the Vendor Masters UPDATE: Tim Tyler to comment on.	AF & MW	30/08/2005	T Tyler
119	Finance	27/05/2005	Craig Brawn (Workshop - Finance Team)	To ensure that the SAP implementation by 1 August is not delayed by any issues surrounding CC mapping.	CC (Cost Centre) mapping not complete	Low	High	Assurance that contingency and planning occurs to ensure that CC mapping occurs	UPDATE: Refer To J Oldale for an Update	AF & MW	30/08/2005	J Oldale
120	Computer Systems	27/05/2005	Craig Brawn (Workshop - Finance Team)	To ensure that the IT infrastructure can support the SAP	Inadequate IT infrastructure leading to the inability to support SAP.	Medium	High	As the infrastructure replacement project is underway assurance can be given that the new infrastructure will be in place and will support SAP	UPDATE: Confidence exists that the infrastructure can through stress testing etc, but the greater validation will be in September when system usage increases	AF & MW	30/08/2005	Mike Kallas
121	Finance	27/05/2005	Craig Brawn (Workshop - Finance Team)	To ensure that all accountants are properly trained by go-live.	Lack of knowledge of SAP by Accountants	Low	Medium	The training of accountants will be dealt with as part of the training strategy	UPDATE: refer to J Oldale, in addition such training may have slipped due to lack of Bottonline solution and The MCS Finance teams greater time absorbtion with Payment runs	AF & MW	30/08/2005	J Oldale
122	Project Management	27/05/2005	Craig Brawn (Workshop - Finance Team)	To Ensure that Internal Orders are migrated	Internal Orders Not Migrated	Medium	Medium	As at 14/06/05 Internal Orders are being compiled	Update: Refer to J Oldale to confirm total migration	AF & MW	30/08/2005	J Oldale
126	Operational Payroll & HR	23/06/2005	Chandra Shekar	To ensure that HR position spreadsheet - data collection and cleansing is achieved to agreed standards (refer to "HR Payroll Data Cleansing Strategy V2.doc") and in time for go-live.	Andrew Simson is very stretched and is under pressure to: - Deliver position spreadsheets for parallel run (which is already behind schedule) - Weekly process for position spreadsheets - Delphi Cleansing There is a serious risk to the project if he were to fall sick as he is currently the sole person handling all position spreadsheets independently. He is also the only person who can produce the initial report out of Delphi. This risk is compounded by the fact that much of his tasks involve using tacit and complex routines which are difficult to document.	Medium	Medium	Regular monitoring of positions spreadsheet accuracy by MCS HR Team and devolve HR	Identification and appointment of a back-up for Andrew Simson - a person who has indepth LBB HR knowledge and MS-Excel skills, who can start sharing Andrew's tasks proactively and be prepared to take on his role in the eventuality of his absence from the project. UPDATE: Remains open for mid month Payroll	AF & MW	30/08/2005	T Lampert

Risk Evaluation

This sheet summarises the total number of risks that have the same **Impact** and **Likelihood** ratings

	H	M	L
	High	Medium	Low
Likelihood	12	25	6
Impact	17	24	2
Total	29	49	8

High	<i>Further action needs to be immediately considered/taken</i>
Medium	<i>Further action needs to be considered/taken</i>
Low	<i>Requires monitoring and regular review</i>