Annex 1 - Key risks:

1. The known key programme risks shown below remain consistent with those documented in the DB&I Programme Re-plan 21 December Cabinet report with the exception of an additional third operational risk.

Category	Risk Description	Mitigation Activity
Operational	There is a risk that the programme's final payroll go-live slips beyond April 2022 meaning that SAP payroll would be required for the 2022/23 tax year.	• The possible continued use of SAP during 2022/23 requires the completion of required patches to the SAP system by the IT & Digital team in advance of April 2022. • Cost of contractor resources (£72k) in the council's team to complete the required patches. • Continuation of the SAP Support & Maintenance contract into 2022. (£579k additional cost to the council)
	There is a risk that there will be a drop in the level of service from Business Operations for SCC and other customers during the cutover in March and April (Year End) and early life of the new system.	• Cutover Lead to lead detailed planning of delivery of initial pay runs in Unit4, working closely with Business Operations management team, as part of cutover planning process. • Clear roles, responsibilities and resourcing for business readiness and communication and engagement both for internal users and with external customer organisations.
	There is a risk that the BAU support team will have difficulty aligning to the very different set of support processes and characteristics of the Unit 4 system after (in many cases) many years of SAP experience	• Secondment of existing ERP Support team members to DB&I programme team for duration of implementation. • Additional 4 FTC Unit4-experienced support resources for the 1st 18 months of MySurrey operation. • Unit4 Transition Manager support to ensure readiness of ERP support team prior to go-live. • Additional contractor to be procured to complement the security stream from January through to go-live.
Financial	There is a risk of further delay to the programme's go-live date beyond April 2022.	• Detailed planning for April go-live across the programme and ongoing focus on managing delivery progress against the plan across workstreams. • Mitigations to address the root cause issues of delay as summarised in Annex 1 of the DB&I Programme Re-plan Cabinet Report (December 2021)

		• A contract variation will be agreed with the supplier, which reflects the revised milestones and new go-live date and enables the council to fully exercise its rights according to the contract in the event of any further delay.
	There is a risk that the programme is not ready to go-live with the full scope of Payrolls by April (i.e. Corporate, Schools and Bureau customers).	• Detailed review and planning of required business preparation for dual running for payroll in SAP and MySurrey for period of delay. • If required, re-plan to extend Payroll delivery beyond April with heavily reduced team to cover Payroll elements only.
Strategic	There is a risk that there is a resource availability & capacity issue in the corporate business, IT&Digital and directorates to be able to meet their required time commitment to deliver the programme.	• Resource requirements by programme phase have been shared with business stakeholders and there is ongoing communication at the workstream level to share detailed plans and agree resource allocations. • Backfill requirements for UAT and Deployment stages provided and business roles to be in place from start of UAT.
	There is a risk that the programme will be unable to complete all critical reporting requirements within the available implementation timeline and budget.	• A prioritised plan for report development has been developed and agreed, which focuses on critical reporting needs required for go-live. • Recruitment of specialist Report Developer resources and additional support from Unit4 is being provided to deliver report requirements. All associated costs are included in the funding request.
	There is a risk of a high volume of ongoing requested changes to the solution within HR, impacting delivery and the achievement of the April go-live date	• Strong governance including triaging of any changes requested during UAT to progress only those where they are critical for go-live.
	There is a risk that there is resistance to change from staff in adopting the new system and processes, impacting benefits realisation.	• Focused communication and engagement to drive the change, maximise adoption of the new solution and realise its benefits.