

Ref	Risk	Initial RAG	Mitigation	Current RAG
R1	All Infosys team members will be released from the programme. If those resources aren't available at start up then there is a risk that some knowledge of programme set up and Council working will be lost. This could impact timelines and staff engagement.	Red	Knowledge retention is mitigated with logical closure and early restart of the programme in Feb-21. Infosys will endeavor to get the same staff. Close working relationships will continue during pause.	Amber
R2	If there are new Infosys resources there is a risk that will mean more business involvement to ensure relationships are built and knowledge shared.	Red	Logical and planned closedown will make it easier to be picked up by new resource. The new plan provides time for extra activities that may be required All documentation has been reviewed by the business and is safely stored for any programme resource to get up to speed.	Amber
R3	If Oracle's current roadmap of the system being unsupported from November 2020 and therefore will not receive regular updates and patches as it does now, there is a risk of cyber-attacks and potential data theft.	Red	Oracle have now stated the following which removes the concern around R12 DB support: "Database Extended support is now available until 31st Jul 2022 so we can get the support on current database version after Dec 2020 also – No Database upgrade is required in 2020 or 2021, only additional DB license support cost is involved after 31st Dec 2020 as of today's Oracle update	Green
R4	Oracle Premier Support is required to ensure full support for major product and technology releases, including tax, legal and regulatory updates that are required for payroll. If this support is not in place then the Council is at huge risk of not being able to deliver services particularly payroll. The current Premier Support for Oracle EBS (version 12.1.3) ends in December 2021	Red	The revised plan means we will be live by October 2021. However, this does not leave much contingency before support ends. This will be closely monitored in line with new delivery plans.	Amber
R5	If the current system is not further developed then there is a risk that new legislation such as Making Tax Digital and new Teachers' Pension legislation will not be met.	Amber	The revised plan will account for developing new functionality within EBS to allow for these legislative changes. However, this means additional development charges and work for the business where changes are required to be in place prior to go-live.	Green

R6	If Oracle remains on current hardware, which is already end of life then there is a risk that it could fail, resulting in loss of service	Amber	While out of Manufacturer support, we have taken 3 rd party support on the hardware.	Amber
R7	If Covid restrictions are still in place and CRP2 and training have to be carried out remotely then there is a risk that this will impact timelines as remote sessions may need to be shorter	Red	Etiquette has been developed and will be reviewed after sessions Plan to run trial sessions and will review. Plan for only half day sessions for staff and not in sessions all day	Red

Ref	Issues	RAG	Mitigation
11	Disaster recovery (DR) is already an issue with the current system, which is flagged as a potential risk every year	Red	Yes, this is an existing issue with the current Oracle EBS system and not specific to the programme. We will have DR once we are live on Cloud.
12	As the programme is delayed, legislative changes and new reports will now have to be developed in the existing Oracle system. This will be classed as a new change for the Cloud System and so will add to costs.	Red	All changes and report requests will be reviewed and challenged prior to approval. Additional costs will be brought to Board however these costs are unknown until the programme restarts.