

WILTSHIRE COUNCIL RISK ACTION PLAN

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| Risk Ref: CR026 | Risk: Ability to maintain and develop the Councils Enterprise Resource Planning system (SAP) | Date of Action Plan Update: March 2011 |
| Current Risk Rating: (High, Med, Low) I = 2 L = 2 Current Score = 4 Low | | Target Risk Rating: (High, Med, Low) I = 1 L = 1 Target Score = 1 Low |
| Progress on Risk Action Plan: RAG = Green | | |
| Comment on Current Status of Risk (for use in risk management update reports) | | |
| <p>A great deal of effort has been put into ensuring SAP meets business needs, although there is still work that needs to be done to make full use of the functionality that SAP offers. Much of this work requires engagement from the business in order to deliver additional benefits, e.g. adopting the supply contract functionality in SAP to improve procurement processes, reduce work-arounds and improve user perception.</p> <p>The ICT programme team is developing an SAP road-map that will seek to optimise existing functionality (make full use of what we have bought) and also investigate the benefits associated with adding more functionality to the SAP landscape.</p> <p>The pre-requisites to deliver the necessary changes include:</p> <ul style="list-style-type: none"> • Sufficient capacity in the SAP support team • An agreed SAP road-map, with support at all levels • Service departments committed to delivering the business benefits, with effective plans, sufficient capacity and cooperation from people across the business | | |
| Action Plan | | |
| Risk Owner | Carlton Brand | Key Officer/s Les Snelgrove |
| Scope / Background to Risk (Insert information about the risk that explains it further including any history, cause of risk and potential impact and likelihood evaluation information) | | |
| <p>Cause: Engagement from some service areas has been patchy, particularly where full adoption of SAP functionality will significantly improve business processes. Progress in some areas has been slow due to competing priorities and a lack of dedicated staff to address identified issues. It has also been necessary to modify parts of SAP so that it met business requirements that were only identified following go-live.</p> <p>Impact: Negative impact on reputation of SAP - despite the fact it works Delayed benefit realisation - unclear where savings are possible and/or being made SAP not optimised Continued use of work-arounds with resulting inefficiencies Possible non compliance with statutory arrangements - reputation could be affected - fines / penalties/ financial regulations Lack of accurate corporate reporting</p> | | |

Controls in place to manage risk

1. SAP Support Centre is working at capacity on:
- Liaison with process owners to address outstanding issues and agree coordinated approach to SAP development and user training
 - Providing day-to-day user support and resolving SAP issues
 - On-going maintenance of the SAP environment
 - Identifying opportunities to exploit SAP functionality and improve business processes
 - Develop and maintain relationships with Logica and SAP to help ensure issues are resolved quickly

| Actions to take to improve the management of this risk OR Contingency Arrangements | Responsibility for action | Date for completion | Progress / Status Report for Improvement Actions |
|--|---------------------------|---------------------|---|
| 1. Oversee completion of the SSM implementation | Les Snelgrove | Complete | SSM performance management system now fully operational |
| 2. Oversee the development of DCS reports | Les Snelgrove | Complete | Reports delivered and operational |
| 3. Increase level of engagement between SSC & process owners to address outstanding issues | Les Snelgrove | On-going | Increased engagement with the Process Owners (finance, procurement, HR, performance management and SST) is resulting in a better understanding of how SAP can be used to deliver increased functionality and additional benefits. |
| 4. Further develop relationships with SAP key stakeholders | Les Snelgrove | On-going | Seek increased engagement from user community |
| 5. Review SAP governance arrangements | Mark Stone | 30 Apr 2011 | Integrate SAP strategy with overall ICT programme |
| 6. Develop an SAP road-map | Karen Perrett | 30 Apr 2011 | Road map being developed for approval through CLT and Members. |




Helpful Hints to Complete the Action Plan Template for Each Risk:

Risk Ref: Reference from risk register on SAP, SSM.




Risk: As shown on the risk register.

Action Plan Update: Date that review and update of the action plan is done.

Current/Target Risk Rating: Enter the current and target 'Impact' and 'Likelihood' ratings, the scores and level of risk using the following key:

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|---|-----------------------------------|
|  | Red = High Risk (Score 12 - 16) |
|  | Amber = Medium Risk (Score 6 - 9) |
|  | Green = Low Risk (Score 1 - 4) |

Progress on Risk Action Plan: Enter the appropriate RAG rating using the following key:

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|---|---|
|  | R Little progress made against action plan |
|  | A Moderate progress being made against action plan |
|  | G Significant progress being made against action plan |

Comment on Current Status of Risk: Updated comment that can be used for reporting to Corporate Leadership Team and Audit Committee. If risk is high (Red) the comment should include enough detail for reporting to chief officers and councillors.

Risk Owner: Name of officer who has overall responsibility for the risk.

Key Officer/s: Name of officer/s who has day to day responsibility for controlling the risk.

Scope/Background to risk: Include a clear description of the risk, its **cause** and what the **impact** would be should it occur. Also, give details of any past incidences of this risk occurring.

Controls in place to manage risk: Provide details of how this risk is being managed at the moment.

Actions to take to improve the management of this risk OR contingency arrangements: Create a list of additional measures that need to be taken to improve the management of the risk. Enter the **name of the person** responsible for each action and the **date for completion**. (Could include if the actions need cabinet approval/ if they are already approved: If actions have budget allocation or whether additional

funding is needed). Also, include any contingency plans or back-up arrangements that are in place should the risk occur – if there are none in place, then consider developing them.

When any actions have been completed move them into the section above 'Controls in place to manage risk'.

Progress/Status report for improvement actions: Give details of how planned actions are progressing – are they going as planned / behind schedule / overspent etc. This will then help you assess the RAG rating of progress on your action plan (see box in current risk rating row above).