Risk ID	Category / Element	Risk Short Title	Description	Desired Outcome	Current Situation	Proposed Strategy
C00481 []	M5 Operations / People	Integration and Enterprise Architecture Gaps Create Operational Risk	ERP/HCM platforms must integrate with numerous third-party and legacy systems. If integration architecture and responsibilities are not fully planned, critical end-to-end processes can break.	A clear enterprise architecture and integration roadmap exists, with ownership, interfaces, testing strategy, and operational monitoring defined. **What Could Go Wrong?** Interfaces fail; duplicate data entry returns; downstream systems receive incorrect data; operational disruption occurs at go-live.	Departments currently operate multiple systems and integrations that may not be fully documented or standardised.	Inventory integrations early; define target architecture; assign interface owners; build end-to-end test packs; implement monitoring and incident playbooks for interfaces.

Risk (three-part) Statement			Current Risk			Response Type	Manageability	Residual Risk	Risk Owner	Due Date	Close Date	Last Review Date / Notes
Cause	Risk Event [uncertainty]	Consequence	Probability	Impact	Score (PxI)							
Integration complexity and interface ownership are underestimated in early planning.	Late discovery of integration dependencies and unclear build/operate responsibilities.	Increased defects, rework, and service instability during transition and early life support.	4	4 H-1 C-1 Q-1 S-4	16	Mitigate	4	12	Winter, David	08Aug26	Open	16Feb26

	Mitigating Actions / Response			
ID	Actions	Action Owner	Due Date	Close Date
#1	Make inventories and integrate across all project locations.	Winter, David	17Apr26	Open
#2	Make Interface register and assign interface owners	Winter, David	17Apr26	Open
#3	Build end-to-end test packs	Winter, David	17Apr26	Open
#4	Implement monitoring and incident playbooks for interfaces	Winter, David	17Apr26	Open

Last 10 RM Events (Meetings/Interviews/Workshops).

Mtg.   Date   Title / Person / Department   Objective   (0 Events held.)

Comments

History

Top Risk   Summary

Integration and Enterprise Architecture Gaps Create Operational Risk

Top Risk Mitigation

Inventory integrations early; define target architecture; assign interface owners; build end-to-end test packs; implement monitoring and incident playbooks for interfaces.