

Risk ID	Category / Element	Risk Short Title	Description	Desired Outcome	Current Situation	Proposed Strategy
C00484	M2 Project Organisation	Excessive Customisation Risk Undermines SaaS Benefits	Workday's value relies on standard configuration and upgrade paths. Excessive customisation increases complexity, cost, and upgrade pain, and can lock the programme into fragile solutions.	Configuration is kept as standard as possible, with customisations tightly controlled, justified, and documented with lifecycle cost considerations. What Could Go Wrong? Upgrade blocks; technical debt grows; testing burden explodes; vendor support becomes harder; project overruns increase.	Diverse agency needs create pressure to tailor the system beyond standard best practice.	Set customisation principles and approval gates; use fit-to-standard workshops; implement change control; maintain a customisation register with rationale and total cost of ownership.

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 (Pxl)							
Attempting to satisfy divergent requirements through tailoring the platform instead of process harmonisation or controlled variation.	A growing backlog of bespoke requirements is approved without lifecycle impact analysis.	Higher cost, delayed delivery, and reduced long-term maintainability.	4	5	20	Mitigate	4	15	Winter, David	12Sep26	Open	16Feb26

Mitigating Actions / Response				
ID	Actions	Action Owner	Due Date	Close Date
#1	Setup customisation principles and approval gates.	Winter, David	17Apr26	Open
#2	Implement fit-to-standard workshops.	Winter, David	17Apr26	Open
#3	Implement Change Control	Winter, David	17Apr26	Open
#4	Implement and maintain a customisation register with rationale and total cost of ownership	Winter, David	17Apr26	Open

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

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

<u>Comments</u>	<u>History</u>
<p>Top Risk Summary</p> <p>Excessive Customisation Risk Undermines SaaS Benefits</p>	<p>Top Risk Mitigation</p> <p>Set customisation principles and approval gates; use fit-to-standard workshops; implement change control; maintain a customisation register with rationale and total cost of ownership.</p>