

	Project	Identified	Reviewed	Description of Risk	Initial Likelihood Certain - 4 Very likely - 3 Low - 2 Unlikely - 1	Initial Impact Critical - 4 Serious - 3 Significant - 2 Minor - 1	Initial Score (9-16)	Mitigation	Likelihood after Mitigation	Impact after Mitigation	Residual Risk Score (9-16)	↑↓	Owner
R1	SCC	22/10/2015	14/04/2016	Supplier is unable to deliver the system on time or to requirements.	4	4	16	Supplier has redesigned infrastructure and initial testing indicates that this may be suitable. Discussions between project team and supplier recommence end April 2016.	3	4	12	↑	Strategic Programme Support Officer
R2	IMD Transformation (R15)	March 2015	April 2016	Links between IMD Strategy and ESFRS Business Strategy are unclear. E.g. General understanding exists of move towards CRM / Firewatch, but not set out in a strategy. Business requirements tend to be driven by technology requirements. This may lead to difficulties in accurately defining IT requirements to inform technical specifications, with subsequent impacts on programme outcomes and deliverables.	4	3	12	Draft IMD Strategy now written and presented to CMT. IRMP strategy briefing by Strategic Programme Support Officer did not raise concerns about material changes to project arising from IRMP. However the strategy will need input and guidance from CMT as to the wider strategic roadmap and business direction going forward.	4	3	12		Assistant Director Resources / Treasurer
R3	IMD Transformation (R31)	March 2015	April 2016	We wait too long after dialogue before recruiting the core client function team and this affects IMD Transformation and work with the chosen supplier.	4	3	12	Risk still in place, however IMD Manager is authorised to recruit an interim contract/supplier management role.	4	3	12		Assistant Director Resources / Treasurer
R4	IMD Transformation (R36)	April 2016	April 2016	IMD Transformation not sufficiently high profile with CMT, not sufficiently integral to CMT activities. Objectives of programme become 'unclear' to organisation. Transformation does not meet expectations and need for vastly improved service. Cost of programme may become an issue.	4	3	12	Provide CMT with continual updates and prepare workshop to bring all new CMT members up to speed.	3	3	9		Assistant Director Resources / Treasurer
R5	ESMCP	28/07/2015	25/01/2016	It may not be possible to fully resource the project team for the duration of the project. Issues re portfolio, programme and project management currently taking place.	3	4	12	Strategic Programme Support Officer to monitor and discuss Project Management.	3	4	12		Strategic Programme Support Officer

The following projects have no risks which, after mitigation, score 9/16 or higher:

- SHQ Relocation, Community Risk Management – New Database, Respiratory Protective Equipment (RPE) and Radios, Savings Implementation Group, Firewatch Phase 1 (Re-opened), P-Cards
- Data Warehouse is on hold, Newhaven Fire Station building completed.