

	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	22/10/15	28/07/16	If the software does not pass Factory Acceptance Test (FAT), Remsdaq and the project will need to investigate alternative solutions and replan.	4	4	16	Some work has been done on the solution relating to the practical design freeze requested by Remsdaq. Remsdaq has produced a timeline for FAT and for implementing the software.	3	4	12		Assistant Director Operational Support & Resilience
R2	SCC	26/05/15	28/07/16	1. Loss of key staff due to retirement, resignation or sick leave etc. SPSO leaving in August 16. 2. High levels of stress among staff 3. Loss of ESFRS / WSFRS resource or mobilising system and MDTs expertise.	4	4	16	1. New programme management arrangements are being developed. 2. New appointments to be made and workload monitoring taking place 3. Skills match undertaken.	3	4	12		Assistant Director Operational Support & Resilience
R3	SCC	22/10/15	28/07/16	Risk of legal action from supplier.	3	4	12	Legal advice has clarified the situation and enabled a positive reset of the working relationship with Remsdaq, resulting in improved co-operation.	3	3	9		Assistant Director Operational Support & Resilience
R4	SCC	22/10/15	28/07/16	Risk of poor communication leading to disagreements with supplier. Lack of documentation from supplier may mean we face difficulties in designing interfacing systems, leading to further delays.	4	4	16	Negotiations with Remsdaq are proceeding. Both our improved working relationship and formal confirmation letters, have resulted in some documentation being supplied.	3	3	9		Assistant Director Operational Support & Resilience
R5	SHQ Relocation	12/07/16	New	The reduction of storage is a risk. If there is a delay to the implementation of a document storage strategy/programme, this will impact on success of working processes and also space requirements at each location.	3	3	9	Work to reduce paper where possible. Categorise docs needed close by, docs needed on site and docs to be held in long-term storage. Storage audit completed.	TBA	TBA	TBA		Assistant Director Resources / Treasurer
R6	IMD Transformation (R15)	March 2015	July 2016	Links between IMD Strategy and ESFRS Business Strategy 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	More detailed work on IMD Strategy to be carried out over autumn with extensive engagement across the service. Final IMD Strategy including high level investment plan to be approved by CMT December, P&R Jan 17 and CFA Feb 17. Governance arrangements will include customer engagement and control over ability to commission work from telent.	3	3	9		Assistant Director Resources / Treasurer
R7	IMD Transformation (R42)	July 2016	New	ESN project is an "island" disconnected from IMD programme and overall IMD strategy, resulting in waste of money and lack of integration with Telent stack. Outcome not as desired.	3	3	9	New risk – mitigation TBA	3	3	9		Assistant Director Resources / Treasurer

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R8	IMD Transformation (R43)	July 2016	New	Insufficient Authority resource to manage Telent through current and upcoming phases. Supplier may need management and direction, to ensure progress and control costs.	3	3	9	Mitigation measures are the same as for R7, above ie performance management, detailed planning, extra interim management resource, CMT approval and renewed IMD governance structures.	3	3	9		Assistant Director Resources / Treasurer
R9	Bridging the Savings Gap	25/11/2015	27/06/2016	Capacity is an issue if OTRG don't agree to reduce course days.	4	3	12	Post of Strategic Programmes Support Officer will mitigate this risk. However, capacity building measures may need to be introduced.	3	3	9		Assistant Director Operational Support and Resilience
R10	RPE and Radios	06/05/2016	18/07/2016	Operational resilience problems as a result of not acquiring new kit early enough. Existing equipment will become increasingly difficult to maintain and parts will be unavailable.	3	4	12	We need to treat the acquisition of new equipment, training and implementation, as very high priority tasks for the Service, and to complete these tasks as soon as possible. Once we get final CMT approval we will be able to reduce the risk.	3	4	12		Assistant Director Operational Support and Resilience
R11	ESMCP (ESN)	28/07/2015	18/07/2016	It may not be possible to fully resource the ESFRS project team for the duration of the project. Without a Project Manager, some tasks will be hard to achieve.	4	4	16	Strategic Programme Support Officer will be leaving shortly and future arrangements are unclear, so no mitigation is possible at the moment.	4	4	16		
R12	ESMCP (ESN)	03/11/2015	18/07/2016	Ability to recruit and retain staff with necessary technical skills and knowledge.	3	4	12	IMD Transformation contract about to be signed, and new supplier may be able to provide additional skills and knowledge. Score remains until situation clearer.	3	4	12		IMD Manager
R13	ESMCP (ESN)	18/07/2016	New	The incoming IT provider will be managing our PSN transition. It is possible that PSN and ESN may get out of synch if the different project teams do not communicate.	4	3	12	Both projects (ESN and PSN) must be aligned and managed in step. Some understanding is needed of the supplier's IT support boundaries. We may need to commission day work to support the project. IMD is on the Board, and the probable supplier is very aware of ESN, from work with another FRS.	3	3	9		Assistant Director Operational Support & Resilience IMD Manager

- Community Risk Management is on hold pending IMD Transformation
- P-Cards and Firewatch Phase 1 – no risks scoring 9 or above