ESFRS Corporate Projects Risk Report   *Q1 Apr, May Jun 2017*   *Compiled 05/07/2017*

East Sussex Fire & Rescue Service

	Project	Identified	Review	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	27/04/2017	03/07/17	Lack of organisational capacity in the following areas: 1) Loss of key staff due to retirement, resignation or sick leave etc 2) Lack of MapInfo and Gazeteer skills 3) Lack of identified MDT Co-ordinator and training roles	4	4	16	Board agreed that further resource is required in the following areas: 1) Wholetime recruitment as soon as feasible. 2) GIS/Gazeteer –now in place but Remsdaq still needs to provide mechanism for self-administration of mapping updates – this impacts capacity. 3) Mobile Data Terminal (MDT) coordinator and trainer – costed and approved now in place . ESFRS approval for MDT training coordinator agreed and has updated training schedules and TIP sheets. Rollout being undertaken by telent 4) Full review of resource plan undertaken and agreed by Board In addition the following mitigation will support long term improvements: 1) New PM in place with oversight by ITG Manager. 2) ITG/telent/SCC teams are developing a target operating model to identify which resources are IT specialists and should be provided by IT section, and which are SCC roles. SCC Concept of operations documents to be reviewed in relation to SCC roles 3) New appointments to be made where necessary 4) Workload monitoring taking place.	3	4	12		Assistant Chief Fire Officer
R2	SCC	26/05/15	03/07/17	High levels of stress among staff leading to increase in sickness, staff welfare issues and impacts on capacity	4	4	16	Workshops with Team Prevent have taken place, looking at DSE Regs, stress reviews and life style support. H&S are reviewing the environment and equipment. HR & Group Manager SCC have re-launched the attendance management work ensuring managers understanding and consistent delivery. ITG/telent/SCC teams are developing a target operating model to identify which resources are IT specialists and should be provided by IT section, Workload monitoring taking place. Stress Management Policy to be applied Stress risk assessments to be undertaken	3	4	12		Assistant Chief Fire Officer

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R3	SCC	27/04/2017	03/07/17	Impacts of change in go-live date has risks for project delivery across all milestones. Leave embargo has started - Go live will be outside the leave embargo period (training will still be completed in leave embargo period) SCC crewing risk as potential to be running at minimum following end of leave embargo 26 June - leave has been booked on either side of the embargo dates which will have to be honoured. MDTs rollout is also affected and will need to be postponed.	4	4	16	Recruitment now being under way. We may need to revisit earlier decisions on resourcing / training to consider impacts. Has leave been granted below minimum following leave embargo? Telent's report will be turned into a revised plan and timeline. ITG Manager's team commissioned to work on this. It will be ready by the end of May, for discussion at the June Board. SCC crewing – dual operator training where possible. MDT rollout – significant training impact	3	3	9		Assistant Chief Fire Officer
R4	IMD Trans-formation (R15)	March 2015	28/06/17	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	The IT strategy approved by Fire Authority 14 June 2017. Delivery will be monitored through new IT governance structures and periodic reporting to Scrutiny & Audit Panel. New projects will have costed business cases prior to approval to proceed. Processes will be aligned to new programme Management Office as this is developed This risk will now be transferred to ITG.	3	3	9		Assistant Director Resources / Treasurer
R5	ESMCP	13/06/2017	19/06/17	The interworking period represents a risk around the transition phase – billing plus the risk that the police don't accept ESN. We need to check data transmission and button functions.	4	4	16	Technical specialist and Project Manager to talk through in detail. Ensure that ESN gateway is installed before transition and that both systems are available.					Assistant Director OS&R
R6	ESMCP	13/06/2017	19/06/17	Failure to deliver due to available human and financial resource capacity within ESFRS for a major technical project which is unclear on its products, scope and delivery scales. The burden may fall on ESFRS rather than the Home Office because of delays and unanticipated extra costs. Some of the "unknowns" would prevent us from entering into transition.	3	4	12	Home Office positive on funding streams. Effective financial management by Project Manager with support from Finance Manager. Early notification to CMT of any identified funding pressures during programme roll-out. Asked region to provide "S.E. specific" impact assessments when notifying delays. Collaborative working to identify pinch points. National will have to plan and reduce impacts. Confirmed timelines are being rewritten. Warning for new transition plan.	3	3	9		Assistant Director OS&R
R7	RPE and Radios	30/01/2017	08/05/17	London Fire Brigade is procuring new appliances and this may lead to a bottleneck regarding supplier's ability to deliver.	3	3	9	Board recognised risk rating had not been reduced post-mitigation. None possible because we are bound by the procurement rules. Procurement Manager and Engineering will investigate way forward with Drager.	3	3	9		Assistant Director OS&R

No risks above an "8" were reported by the Savings Implementation Group, Firewatch or P-cards projects. SHQ Relocation presumed to have no risks greater than 9.