

RISK	Type	Identified	Reviewed	Description	Probability (1-3)	Negative Impact (1-3)	Severity (1-9)	↑↓	Action Required / Mitigation	Owner
R1	Functional Design Spec	10/10/2013	04/12/2013	Remsdaq's Functional Design Spec is not available in time for FAT and delays the project.	3	3	9		<p>Update 4th Dec: FAT now scheduled for w/c 10 February 2014.</p> <p>Update 21st Nov: Risk score raised to 9. Matter escalated following meeting with Remsdaq (7/11/13).</p> <p>Remsdaq's Functional Design Spec for the system is required before FAT. We have asked for it by 23 Oct 2013 as FAT starts 28 Oct.</p>	Ian Alexander
R2	Project	20/09/2011	21/11/2013	Also linked to the risks in R1 and R3. Possibility of delays beyond new deadlines, caused by non-property issues. There are also project dependencies with Data Warehouse at ESFRS, the similar data project at WSFRS.	3	3	9		<p>Update 21st Nov: Risk score raised to 9. New project plan issued by Remsdaq which does not meet our timelines. Urgent meeting convened with Remsdaq. Other options considered but not viable. Monthly progress with Remsdaq moved to fortnightly.</p> <p>Previously: Contract has now been signed by Remsdaq. No change to mitigation. Effective management and timely decision-making will be provided by the Project Board. Data schema provided by Remsdaq.</p>	Cheryl Rolph
R3	Technical	11/06/2013	21/11/2013	Impact on time/cost and personnel of work required to change to new Station Numbers, including call signs, SEE, etc.	3	3	9		<p>Update 21 Nov: This item transferred from SCC Team Log.</p> <p>1.06.13: MC stated that the work could take 6 months and that WSFRS were planning to address between 1st July & 31st December 2013. ESFRS plan not so defined at present.</p> <p>06.08.13: Impact escalated to 3 due to potential failure of project if this work is not completed on time.</p> <p>11/10/13 – MC noted West have not started the change of station numbers. Key issue for West is releasing the key personnel to implement this. DH to chase Maisie Rudkin as project Manager. East – Mark Webb developing plan. Risk increased to 9 from 6.</p>	Mark O'Brien / Adrian Murphy
R4	Technical Resources	23/02/2012	21/11/2013	Resourcing suitable staff for the project work or to backfill will be hard to achieve. IT development staff, Control Room managers etc will be hard to allocate due to pressures from their permanent jobs. Related risk is that people impacted may look for other jobs, worsening resource problems.	3	3	9		<p>Update 10th Oct 2013:</p> <p>Installation starts 17th October and goes onto 17th November. We need a cabling contractor to do this. This resource-related risk is rising and impacting the project at the moment.</p> <p>Resignation of IMD Network Manager. Interim solution identified and being developed, involving other resources and The Link, MDNX-managed network.</p> <p>Limited finance is available, additional technical resources in place. Integration support ongoing. With Procurement advice, we are seeking CFO's permission to override normal procurement processes, due to the criticality of the business need in this case.</p>	Cheryl Rolph / Mark O'Brien / Adrian Murphy / Gary Ferrand
R5	Health & Safety	30/01/2013	21/11/2013	Risk to health of project team members from heavy workloads.	2	3	6		<p>Update 21st Nov: Risk score raised to 6. Leave and time off to be managed.</p> <p>Staff resources are finite and the Board is aware that staff are under pressure with 4 months remaining until go-live.</p> <p>Stress reviews took place in July 2013. Further reviews scheduled for October 2013.</p> <p>Previously: CR and VC actively managing. CR has requested meetings. Mitigation – stress reviews to be undertaken quarterly.</p>	Cheryl Rolph
R6	Industrial Action	04/06/2013	21/11/2013	Employee relations / industrial action (trade dispute). People on project may take industrial action.	3	2	6		<p>Update 21st Nov: Risk score raised to 6.</p> <p>Ballot for industrial action has resulted in a vote for action. Operational management measures are in place. Any action will be discontinuous. Control staff will not be taking action. Not expected to have a major impact in terms of project personnel, however second ballot is for ASOS and includes Control. Unable to assess input until 06/12/13.</p>	Cheryl Rolph

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R7	Ways of Working	19/10/2011	21/11/2013	Wow OPS: SEORRG work on procedures has been delayed but is fundamental to FRS working together. Wow Control: All of the work must be completed before go-live.	2	3	6		Update 21st Nov: Risk score raised to 6. Some delays in WoW procedures but has been escalated to Area Manager. Ops WoW: Technical workarounds can be used where there are differences between services. Consider agreeing procedures between East & West and modify in the future if necessary. Start work in New Year 2012. CR, GW, LN and Sean Ruth will discuss. Currently, there appears to be a lack of agreement with trade unions.	Mark O'Brien / Adrian Murphy
R8	Tech	06/06/2012	21/11/2013	Lead time for SAN H – Airwave now quoting 10/4/2014, despite the fact we ordered equipment in Feb 2013. Unexpected development with no warning indications in meetings etc., They assert that the fact we are doing some of the network ducting has further delayed their installation. Frequentis have a pre-condition of an installed SAN H for their testing, possibly further extending delay.	2	3	6		Update 21st Nov: Arrow indicator removed Lack of Airwave connections is impacting the progress of both East and West work, because they are the “driver” of the other work. CR met Airwave last week and Airwave reported no progress despite our pressure. CR escalated again and Airwave reported that arrangements had been made. They then failed to attend a pre-arranged site meeting. CR has requested DCLG to assist in this matter as the Airwave contract is theirs. If Airwave fail to attend next week CR will re-escalate. OFCOM regulates BT services, and IA will check this aspect. ACFO requested that IA asset marks this equipment and enters it on the Asset Register as soon as it arrives. The Board noted the complex relationships between BT Retail / BT Wholesale / Vodafone / Airwave and the way these continued to impact the project. Risk shown as rising, due to resignation of IMD Network Manager, who was leading on Code of Connection work. IA will need to cover this. We have received verbal assurances that lead time will be as originally indicated, but no written confirmation of this. CR meeting Airwave. Previously: Airwave have indicated they may be able to supply one connection for testing rather than 2. Going live voice-only is not an option CFOA/DCLG advised. Urgent meeting held 22/8. Interim solution identified. IA to draft letters to Dave Webb, CFOA, DCLG etc., to be signed by CR. IA to look at T&Cs of procurement. Board has requested legal advice, and asked IA for a roadmap and assessment of options. We need to look at alternatives, eg The Link.	Ian Alexander
R9	MDTs	08/08/2013	21/11/2013	Delays in the MDT workstream caused by supplier or resource difficulties mean that MDT functionality is limited at SCC go-live and that East/West may be operating differently..	2	3	6		Update 21st Nov: Arrow indicator removed New MDTs will not be live on 1 April 2014. East may need to use a workaround until the implementation is ready. Mitigate by aligning West and East implementation / workarounds at go-live. Extra training resources could enable us to compress the MDT training time. SA will draw up plan. CR to escalate if necessary. Our option if Astrium/Remsdaq fail to deliver the software as required, is to withhold payment to Remsdaq for the Astrium/MDT software element of the project. Steve Allen to manage workstream and keep SCC updated if the level of risk changes.	S. Allen
R10	Accommodation (Time & Quality)	11/01/2013	21/11/2013	There is a risk that Mansell's work on the building is held up by the risks in R1 and R2 materialising.	2	3	6		Update 21st Nov: Arrow indicator removed Mansell on site, progress good and being reported weekly – 1 week behind but catching up. Quality of work very good and site well managed. We are satisfied with M&E arrangements.	Cheryl Rolph