

# Risk register

<p><b>Triggers/Sources</b></p> <ul style="list-style-type: none"> <li>- Further User Acceptance Test Failures</li> <li>- System requires further configuration</li> <li>- System is unable to meet our requirements</li> </ul>	<div style="background-color: red; color: white; text-align: center; padding: 2px;"><b>Risk - P20200012</b></div> <p><b>Emergency Response, Capacity, Capability &amp; Performance</b></p> <p>Further delay to the HOBs Project</p> <p>Assigned to : Mark Stagg Review Date :</p>	<p><b>Impacts/Consequences</b></p> <ul style="list-style-type: none"> <li>- The OC pay system (HBS) system fails</li> <li>- Increased cost (Project Team and associated costs)</li> <li>- Projects with dependencies on HOBs cannot be implemented as originally planned (OAM, e-learning)</li> <li>- Existing departmental work plans for 2018/19 need to be adjusted</li> <li>- Project resources cannot be used on other activity - delays to non-dependent projects</li> <li>- Reputational impact - the Service not viewed as a viable partner</li> </ul>
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<b>Control Measures</b>						
Reference	Control Measure	Status	%	Target Date	Assigned To	Review Date
			%			

# Risk register

<p><b>Triggers/Sources</b></p> <ul style="list-style-type: none"> <li>- Carval have been taken over by Civica</li> <li>- Key Carval staff have left the company</li> <li>- Unwillingness to support continuous modification of the core produce</li> </ul>	<b>Risk - P20200013</b>	<p><b>Impacts/Consequences</b></p> <ul style="list-style-type: none"> <li>- Restart procurement</li> <li>- Significant delays to HOBS and dependent projects</li> </ul>
<p><b>Emergency Response, Capacity, Capability &amp; Performance</b></p> <p>Supplier does not honour the contract or expectations of the Service.</p> <p>Assigned to : Mark Staggs Review Date :</p>		

<b>Control Measures</b>						
Reference	Control Measure	Status	%	Target Date	Assigned To	Review Date

## Risk register

### Triggers/Sources

- Lack of consensus among SLT of what is/is not approved
- Resources are focussed on activity which is not an agreed priority
- Ineffective governance arrangements
- The scale of change attempted by the Service is too large

### Risk - P2020008

#### Financial / Income

Insufficient resources to support the delivery of the Service's change portfolio.

Assigned to : Adam Eckley  
Review Date : 18/02/2018

### Impacts/Consequences

- Resources unavailable to deliver projects within the Programme.
- Failure to deliver strategic objectives
- Inconsistent messages to stakeholders
- Failure to balance the Authority budget

### Control Measures

Reference	Control Measure	Status		Target Date	Assigned To	Review Date
P2020008/001	Governance arrangements for change activity are robust and supported by stakeholders	Implemented	100%	28/07/2017	Ben Pilkington	10/04/2018
P2020008/002	Well defined programmes and projects with clear aims	Effective	100%	31/12/2016	Ben Pilkington	31/03/2018
P2020008/003	Budget build process ensures that resources are available	In Progress	100%	28/02/2017	Glenn McGuiness	26/01/2018

## Risk register

### Triggers/Sources

- Changes to national operating context (e.g. pension or new dispute)
- Changes to local operating because of Programme 2020 or other factor
- Change of Government direction for Fire & Rescue Service
- Service begins to plan changes to accommodate further funding reductions for the period beyond 2020.

### Risk - P2020001

#### Emergency Response, Capacity, Capability & Performance

Milestone within change programme cannot be achieved due to Industrial Action

Assigned to : Mark Stagg  
Review Date : 15/04/2018

### Impacts/Consequences

- National FBU strike
- Local FBU strike
- Disrupted services
- Public concern
- Member concern
- Depletion of project or programme resources
- Disruption to delivery of change

### Control Measures

Reference	Control Measure	Status		Target Date	Assigned To	Review Date
P2020001/005	Dispute resolution agreement with the FBU	Effective	100%	31/03/2017	Adam Eckley	31/01/2018
P2020001/003	Plan for enagement with employees and their represenative bodies	Effective	100%	15/09/2016	Mark Stagg	27/12/2017
P2020001/004	Contingency Plan GIAN	Effective	100%	30/12/2016	Dave Bill	18/04/2018

## Risk register

### Triggers/Sources

- Priorities do not adequately reflect cultural change priorities
- Staff not engaged in change which affects them
- Representative bodies are not engaged throughout the change process

### Risk - P2020009

#### Workforce Planning / Performance / Development

Failure to deliver cultural change

Assigned to : Mark Stagg  
Review Date : 18/02/2018

### Impacts/Consequences

- Service unable to cultural change journey.
- Lack of confidence in ECFRS
- Reputational loss for ECFRS
- Home Office intervention
- Changes required by the Programme not embedded in to normal business

### Control Measures

Reference	Control Measure	Status		Target Date	Assigned To	Review Date
P2020009/001	Programme and Project planning is informed by IRAP recommendation	Implemented	100%	31/03/2017	Ben Pilkington	09/04/2018
P2020009/002	Programme 2020 Communication and Engagement plan	Effective	100%	30/11/2016	Emily Osborne	23/02/2018
P2020009/003	Governance arrangements for the Programme include Representative Bodies	Effective	100%	30/11/2016	Ben Pilkington	10/04/2018
P2020009/004	Representative Body engagement strategy	Effective	100%	30/11/2016	Ben Pilkington	20/01/2018

## Risk register

### Triggers/Sources

- PFF Stage 1 plan
- Governments Legislative Programme
- National review of conditions of service
- Future decisions by the PCC (post October 1st)
- NJC Pay negotiations
- Government pay policy for public sector workers
- Change of Central Government

### Risk - P2020007

#### Legal / Regulatory / Compliance

Outputs from Programme either changed or nullified by central government direction for UK Fire Service or local decision

Assigned to : Adam Eckley  
Review Date : 18/04/2018

### Impacts/Consequences

- Change in funding arrangements
- New legislation
- Political conflict
- Poorer relations with other emergency services
- Industrial Action National
- Industrial Action Local
- Change of local political direction

### Control Measures

Reference	Control Measure	Status		Target Date	Assigned To	Review Date
P2020007/006	Horizon Scanning for Possible Changes	Effective	100%	30/12/2016	Ben Pilkington	10/04/2018
P2020007/007	One to one engagement with PFCC	Implemented	100%	31/10/2017	Adam Eckley	18/04/2018
P2020007/008	Submission of the Efficiency Plan to the Home Office	Effective	100%	31/12/2016	Glenn McGuiness	30/09/2018
P2020007/009	2020 Progress reporting to the Performance and Resources Board	Implemented	0%	19/01/2018	Ben Pilkington	18/04/2018

# Risk register

## Triggers/Sources

- Activity of each Programme is not understood by respective boards
- Ineffective governance of change within ECFRS
- Ineffective governance of collaborative change

## Risk - P20200011

### Legal / Regulatory / Compliance

The Emergency Services Collaboration Programme Board takes decisions which conflict with those of the Change Board

Assigned to : Adam Eckley  
Review Date : 18/04/2018

## Impacts/Consequences

- Failure to deliver objectives
- Inconsistent messages to stakeholders
- Resourcing conflicts
- Wasted time/effort
- Poor morale

## Control Measures

Reference	Control Measure	Status		Target Date	Assigned To	Review Date
P20200011/001	Regular information exchange between the two governance boards	Implemented	100%	31/10/2017	Julian Ashley	02/04/2018
P20200011/002	Membership of the Boards overlaps	Effective	100%	21/09/2017	Julian Ashley	02/04/2018
P20200011/003	ECFRS governance arrangements	Effective	100%	21/09/2017	Julian Ashley	02/04/2018
P20200011/004	Collaborative Governance Arrangements	Effective	100%	21/09/2017	Adam Eckley	18/04/2018
P20200011/005	ECFRS SLT continue to shape and support the development of collaborative vision, capability and capacity.	In Progress	25%	31/03/2018	Adam Eckley	18/04/2018