

Programme Risk Summary

		Likelihood				Risk Threshold
		Low	Med	High	Very High	
Impact	Very High					
	High		G	F	BCD	
	Med	B			A	
	Low					

84. Currently the project is focussing its activity on the following risk categories which, before mitigation activities, are at a level which indicates a need for action:

- **Strategic Change / impacts (B):** the FRS as a whole is experiencing a period of unprecedented change. Changes to control room staffing levels and other modernisation agenda issues might precipitate resistance from staff, which could delay implementation of one or more RCCs or disrupt the overall timetable. These are being addressed through development of employment strategies which maximise buy-in from the workforce and a targeted communication process, both within and external to the FRS.
- **Critical dependencies (C):** it is important to align the Firelink and FiReControl delivery schedules effectively to avoid delays and increased costs across the resilience programme. Interim arrangements might need to be in place for prolonged periods. A number of mitigating actions have been taken including: establishing programme-level governance arrangements; implementing joint project management arrangements regionally; recruiting a programme integration manager and ensuring flexibility is built in to dependent contracts.
- **Financial resources (D):** FRS transition activity is being planned to minimise project costs and expedite the realisation of benefits. Significant work is in progress to raise awareness levels of the necessary FRS transition activities (including convergence and data migration).

85. There are three risk categories containing risks close to the threshold:

- **Governance and management capacity (A):** the pace of local decision making, especially about governance arrangements for the new RCCs, may not be rapid enough to establish local authority companies in time to meet the critical path for employer decisions. It is already recognised that the dates in the National Framework are unlikely to be met for the first wave regions. The critical path will be reviewed as soon as the local authority companies have been established.
- **FRS and brigade resources (F):** the Fire and Rescue Directorate must carefully manage the flow of national framework requirements to FRSs to ensure all the desired outcomes can be achieved.
- **Reputational Damage (I):** any failures to meet publicly announced milestones contain the risk of reputational damage to the project. Delivery schedules of all aspects of the project will have to be carefully matched up. ICT infrastructure suppliers will be closely managed to ensure delivery schedules are achieved.

86. For the remaining risk categories (contingency planning (E), procurement and contractual interfaces (G), and approval and accreditation processes (H)) the usual approach of transferring risk to the party best able to manage it has been adopted. Some risk can be transferred to the infrastructure and accommodation suppliers.
87. Specifically, ICT suppliers will be responsible for the integration of control room technology infrastructure within and between regional control centres and the availability of ICT support. Refer to paragraph 78 and the Commercial Case below for a more detailed discussion of risk transfer.
88. Scenarios have been developed to explore a comprehensive range of possible futures which are informed by key project delivery risks. This is a management tool to assist in focusing resources on priority areas.