

## Transitional Risks

Option 3 Merge with Dorset Fire Authority to create a single combined Fire Authority while also collaborating with Wiltshire Council and Swindon Borough Council						
Risk Category	Risk	Effect	Mitigation	Likelihood	Impact	Risk Level
<b>Service Delivery</b>	Industrial Action as a result of lack of support/buy in from representative bodies.	<p>During change processes within an organisation, there may be fear of redundancy due to restructuring and the possible loss of posts. If this leads to a negative atmosphere and resentment from employees, it can lead to industrial action.</p> <p>Where representative bodies are not in support of Fire Service mergers, this could influence decisions made by employees, which could lead on to industrial action.</p> <p>Industrial action could impact on service delivery and ultimately public safety. In addition this could delay the decision making process and the implementation of Service changes.</p>	<p>Implementation of an effective employee focused communication strategy. Review of support mechanisms such as occupational health, Human Resources, and the potential to develop a taskforce for redeployment support.</p> <p>The programme team will maintain open dialogue and hold regular and timely briefings with representative bodies.</p> <p>The likelihood of this risk transpiring is greatly reduced as the programme will not be focused on reducing fire fighter numbers or fire station closures.</p>	<b>Low</b>	<b>High</b>	
	Frontline services cannot be maintained.	Reduced levels of availability of operational staff, will lead to an increase in response times and an overall delay in emergency response to all incident types.	<p>In creating the new Combined Fire Authority the business case identifies that initial savings will be realised in areas that do not directly impact on the number of fire stations. This will ensure that operational resources will initially remain in place, although a full review of the new Authorities Integrated Risk Management Plan (IRMP) will need to be undertaken at some stage after the combination</p>	<b>Low</b>	<b>Very High</b>	

			order is ratified. Any proposed revisions to the IRMP would be subject to stakeholder engagement and public consultation.			
	Negative reaction from the public.	Negative public reaction is likely where visible cuts are made, i.e. closure of fire stations with the associated belief that this would lead to a potential increase in serious injuries and fatalities. This will potentially impact on the Services reputation and prompt further political and representative body interest. Potential negative media interest resulting in adverse publicity.	The combination business case and associated change programme focuses on highlighting the potential to make initial savings in the region of £4 million from streamlining support functions and from realising corporate efficiencies. No plans have been developed to immediately revise or degrade existing response arrangements. A media strategy will be developed to ensure consistent and appropriate communications are consistently delivered highlighting areas of focus within the programme and progress against proposed financial savings.	<b>Low</b>	<b>Medium</b>	
<b>Governance and Legal</b>	Combination Order delay due to parliamentary pressures.	Delays in the Parliamentary handling of the Combination Order or a requirement for significant amendments will result in delays to implementation and delay benefits realisation.	Service to ensure continued engagement with DCLG and attendance at Ministerial meetings. Ensure early engagement of lawyers to support the progress of this work. Continued communication with key stakeholders to ensure benefits and potential governance arrangements of the new Combined Fire Authority meet with their expectations, as far as is possible, in order to alleviate concerns.	<b>Medium</b>	<b>High</b>	
	Inadequate leadership and governance arrangements.	If insufficient and/or ineffective governance arrangement are developed this could result in key stakeholders losing confidence	Governance arrangements will be developed through member and stakeholder engagement	<b>Medium</b>	<b>High</b>	

		<p>in the new Combined Fire Authority and/or legal action being taken.</p> <p>Poor leadership will affect the delivery of the programme, its effectiveness and efficiencies, which ultimately could impact on the reputation of the new Authority and its ability to set a balanced budget.</p>	<p>following best practice. Shadow arrangements will be developed to ensure that governance arrangements are robust and that progress against the programme remains on track.</p>			
<b>People</b>	De-motivational impact on workforce.	<p>If managed poorly, the combination programme could have an adverse effect on the motivation of the workforce due to concerns over their jobs and the loss of their individual service. This could lead to a less productive workforce and could risk adversely affecting levels of service delivery during transition.</p>	<p>Communication strategy to be in developed to ensure that employees are provided with timely, accurate and up to date information.</p> <p>Communications officer and HR specialist to form part of the central programme team to ensure effective workforce planning arrangements are in place that meet legal requirements.</p> <p>Staff representative groups to be consulted as appropriate by the programme team during the transition.</p>	<b>Medium</b>	<b>High</b>	
	Insufficient resources allocated to the combination programme.	<p>Failure to ensure sufficient resources are allocated to the combination programme will affect the delivery of key workstreams, which will need to be completed within defined timescales. This is in order to bridge the predicted financial shortfall of the new Combined Fire Authority and to ensure legal and statutory compliance.</p>	<p>An appropriate programme structure of resources has been developed to support the delivery of crucial elements of the combination programme within defined timescales that meet the financial requirements of the new Combined Fire Authority.</p> <p>Key roles have been identified and are included within the transformational funding bid submitted to DCLG. These roles include a Programme Manager, Change Managers, HR and ICT specialists and a Communications Officer. In</p>	<b>Medium</b>	<b>High</b>	

			addition the transformational funding bid aims to support the delivery of key ICT infrastructure alignment.			
	Loss of key personnel.	Lack of clarity about future jobs/responsibilities and timing could results in the loss of experienced staff, which could have a detrimental effect to the delivery of the combination programme.	Communication strategy to be developed to ensure that employees are provided with timely, accurate and up to date information. Flexible and peripatetic working arrangements could be considered for some roles. HR specialist role to form part of the central programme team. Staff representative group to be consulted as appropriate by the programme team during transition.	<b>Medium</b>	<b>High</b>	
<b>Financial</b>	Lack of financial flexibility to meet extra unforeseen demand.	Inability to deal with fluctuations in demand or unforeseen events that have a significant financial impact will potentially have a negative effect on the combination programme.	Optimum bias has been built into the predicted transition costs. A sensitivity analysis has been completed for contingency arrangements.	<b>Medium</b>	<b>High</b>	
	Early efficiency savings are not realised due to insufficient planning.	The combination will not make the full savings required by the financial profile of the new Combined Fire Authority requiring the realisation of additional efficiencies to bridge the projected financial gap.	Optimum bias has been built into forecasted savings that have been identified in the business case. In addition a sensitive analysis has been undertaken to ensure there is sufficient contingency planning within the combination programme.	<b>Low</b>	<b>High</b>	
<b>Transitional</b>	Delays to the combination programme.	There is a risk that the new Combined Fire Authority will fail to realise the financial savings that must be achieved to set a balanced budget. This could potentially increase transition costs and prolong levels of uncertainty among staff which may result in delays to implementation and benefits realisation.	Shadow arrangements will be in place to monitor and scrutinise progress against the combination programmes prioritised workstreams and to assess and validate that the required financial savings are being realised in a way that will allow a balanced budget to be	<b>Medium</b>	<b>High</b>	

			<p>set. Resources and key roles have been identified to support the delivery of the combination programme and transitional funding has been applied for to assist with this financial outlay. A fully risk assessed and prioritised combination programme will be developed that meets the financial thresholds that are required for the new Combined Fire Authority to set a balanced budget.</p>			
	Changes to ICT infrastructure becomes complex and delayed.	Unknown issues presented by potential changes to ICT infrastructure; either from new or current systems could impact on timescales for delivery and require additional unbudgeted for costs.	<p>An ICT specialist will form part of the central programme team. A tapered approach to ICT implementation will form an integral part of the combination programme and this will be prioritised against risk, taking into consideration those systems which are suitable to work in tandem during transition. The funding to support the development and delivery of common ICT platforms forms part of the joint bid for government transformational funding. Key decisions about software integration will be made during transition.</p>	<b>Medium</b>	<b>High</b>	

All the above risks are scored at inherent level, without highlighted mitigations in place.

**Impact**

