

Risk Register Template		Risk Details										Inherent Risk Assessment				Actions		Dates		Residual Risk				Responsibilities	
a	b	c	d		e	f	g	h	i	j	k	l		n	m	n	o	p	q	r					
ID	When entered	Raised by	Risk description (Event and Cause): TIART...due to .....		Risk consequence: Effect, Impact, Result	Impact category	Impact	Probability	Score	Proximity	Response	Controls, mitigation, and outcomes		Date of implementation or outcome as appropriate	Impact	Probability	Score	Response	Owner	Risk actione					
Timescale	R-P-1	Aug-17	ES	There is a risk that (TIART) it may not be possible to identify requirements, procure solutions and implement change within the required timescale as the delivery timescale is unrealistic		FR remaining reliant either on the existing shared services, another part of the FC, and/or a failure of BAU	Operational	4	5		Immediate	Reduce	<ul style="list-style-type: none"> <li>Implement best practice for programme and project management</li> <li>Appoint a dedicated programme manager</li> <li>If necessary, develop a two-stage (pre and post day 1) implementation plan</li> <li>Support shared service use of RRA to retain expert knowledge where required</li> </ul>	1 Feb 18 16 Oct 17 Lock-ins' issued by 28 Feb 18	2	3		Accept	JP	SR					
Failure of new systems	R-P-2	Aug-17	ES	TIART BAU is compromised due to a failure of the new systems		Critical data loss during transition and/or diversion of resource away from BAU to effect change	Operational	4	4		Q3+ 2018	Reduce	<ul style="list-style-type: none"> <li>Support shared service use of RRA to retain expert knowledge where required</li> <li>Identify critical dependencies within planning process and prioritise early engagement on knowledge transfer</li> <li>Where possible select COTS IT solutions with multiple support options</li> <li>Use dedicated programme resources where necessary/practical</li> </ul>	Lock-ins' issued by 28 Feb 18 Ongoing Applied	4	3		Accept	JP	SR					
Unaffordability	R-P-3	Aug-17	ES	TIART the baseline running cost for the final TOM may be unaffordable as not being considered as value for money by the Government and/or Devolved Administrations (contributions to meet the cost)		Requiring an increase in funding or efficiency savings to be found, potentially impacting the future viability of FR or on the delivery of agreed research programmes	Financial	4	5		Immediate	Reduce	<ul style="list-style-type: none"> <li>Early identification of revised baseline as part of solution design process</li> <li>Ongoing engagement with FGPB process with agreement on future running costs included in submissions where appropriate</li> <li>Correct use of Govt procurement processes and framework contracts to demonstrate value for money decision making</li> </ul>	Ongoing Ongoing Applied	4	3		Accept	JP	JP					
Reduction in scope (cost)	R-P-4	Aug-17	ES	TIART the scope of the programme is reduced due to the transitional costs of the plan exceeding the currently allocated budget		Resulting in FR unable to realise comprehensive benefits and/or delivery of core outputs are delayed/interrupted	Operational	4	2		Immediate	Reduce	<ul style="list-style-type: none"> <li>Correct use of Govt procurement processes and framework contracts to demonstrate value for money decision making</li> <li>If necessary, develop a two-stage (pre and post day 1) implementation plan to spread cost over multiple financial years</li> </ul>	Applied	3	2		Accept	JP	SR					
Pace of change	R-P-5	04-Dec-17	SR	TIART FR staff will not buy-in to scale and pace of change (transition and transformation) due to cultural/change resistance and/or pressure from lack of time		Resulting in: • Staff frustration • Possible failure of new system/negative impact on BAU • Reputation	Operational	3	3		Q1+ 2018	Reduce	<ul style="list-style-type: none"> <li>Manage expectations through comms activity</li> <li>Open and frequent engagement with staff</li> <li>Comprehensive and accessible training package before go-live</li> </ul>	Applied and ongoing Applied and ongoing	3	2		Accept	JP	SR, CP					
New staff skill shortages	R-P-6	04-Dec-17	SR	TIART FR will fail to recruit the new staff required due to a lack of time and suitable skill set of existing FC staff and in externals		FR not having the capability to operate the new systems and complete transition to replacement/new systems/ERP	Operational	4	4		Q2+ 2018	Reduce	<ul style="list-style-type: none"> <li>Commence recruitment action as early as possible</li> <li>Use short term contracts if appropriate</li> <li>Explore use of contracted support</li> <li>Arrange suitable call-off contracts to provide advice and/or assistance as and when required</li> </ul>	Recruitment Jan 18 onwards - separate tracker shows details. Short term procurement officer in post Mar 18	3	3		Accept	JP	SE					
Lack of capacity to transition	R-P-7	04-Dec-17	SR	TIART FR will be unable to maintain BAU and migrate to new systems (data cleanse, data migration, training, etc) due to a lack of capacity (both due to BAU work as well as an inability to recruit suitably qualified new staff)		<ul style="list-style-type: none"> <li>Slippage in new systems go-live</li> <li>Sub optimal data load</li> <li>BAU compromised</li> </ul>	Operational	4	4		Q3+ 2018	Reduce	<ul style="list-style-type: none"> <li>Recruit new staff as soon as assimilation complete/etc</li> <li>Use short term contracts to fill gaps</li> <li>Once ERP solution has been identified, Change Managers to initiate preparatory activity</li> </ul>	Recruitment Jan 18 onwards - separate tracker shows details. Short term procurement officer in post Mar 18	3	3		Accept	SR	SE, SS					
Loss of staff	R-P-8	04-Dec-17	SR	TIART current FR staff will leave as they feel uncomfortable/threatened by the extent of change		<ul style="list-style-type: none"> <li>Loss of corporate knowledge</li> <li>Inability to meet BAU outputs</li> <li>Staff frustration</li> </ul>	Reputation	3	3		Q2+ 2018	Reduce	<ul style="list-style-type: none"> <li>Manage expectations through comms activity</li> <li>Open and frequent engagement with staff</li> <li>Comprehensive and accessible training package before go-live</li> <li>Comms approach to highlight the extent of change and assure</li> </ul>	Applied and ongoing	3	2		Accept	JP	CP, HW, SE, SS, SK					
Connectivity site visits	R-I-1	14-Nov-17	SK	TIART BT engineer site visits will be unsuccessful due to: • Ability of FR staff to facilitate access • On-site staff to effect control/conduct acceptance testing are unavailable • Engineer has visited the wrong site • Engineer lacks the necessary info pertaining		Leading to: • Services are late/not provisioned to the site • Delays to the overall rollout of WAN with potential further impacts	Operational	4	4		Immediate	Reduce	<ul style="list-style-type: none"> <li>Central single point of coord at NRS to oversee visit programme</li> <li>SWAN provide access to remote circuit monitoring portal (possible use of SWAN engs to backfill if necessary)</li> </ul>	Dec 17 - Madge Holmes Mar 18 - Gordon Maxwell	4	3		Reduce	SK	SK					
Connectivity infrastructure	R-I-2	14-Nov-17	SK	TIART the current number of network access points will not be sufficient to transition to the new IT solution		Resulting in short term higher costs with no long term benefit	Financial	3	3		Q2+ 2018	Reduce	<ul style="list-style-type: none"> <li>Create 'hot desk' area for limited access to legacy systems</li> <li>Ensure new services fully transitioned with all data to effect clean migration</li> <li>Implement solution to access legacy from new infrastructure</li> </ul>	From August onwards	2	1		Accept	SK	SK					
Connectivity wireless	R-I-3	14-Nov-17	SK	TIART NRS and AH will require a more complex wireless network as the building fabric is unsuitable (in places) for connectivity		Leading to higher than expected costs	Financial	3	3		Q2+ 2018	Fallback	<ul style="list-style-type: none"> <li>To avoid excessive cost, re-scope a reduced wireless net to those affected areas</li> </ul>	In place	3	3		Accept	SK	SK					
Connectivity telephone	R-I-4	14-Nov-17	SK	TIART BAU will be disrupted as the transfer of telephone numbers: • Overruns • And/or is scheduled for midweek • Some numbers are 'lost'		Leading to landline telephones being unavailable for 24 hours/allocation of new numbers to some staff	Operational	4	3		Q4 2018	Reduce	<ul style="list-style-type: none"> <li>Put in procurement documents that transfer has to be done over a weekend</li> <li>Consider a less complex telephony solution to reduce transfer risk</li> <li>Implement a 'smart' transition process to new provider (temporary tel number)</li> </ul>	In place	2	2		Accept	SK	SK					
Risk procurement	R-I-5	14-Nov-17	SR	TIART procurement (all business areas) will be delayed due to the lack of availability of FC Procurement Staff to provide advice		Resulting in increased costs as contractors will have to 'do more in less time' and charge accordingly and/or slippage to the programme schedule	Financial	4	4		Q1 2018	Reduce	<ul style="list-style-type: none"> <li>Hold coord meeting with FC Procurement to scope support required and schedule accordingly</li> <li>Exploit existing frameworks where suitable</li> <li>Clearly define the options and routes to the market for contract placement and award</li> <li>Use short term contracts if appropriate</li> <li>Employ part-time FR procurement officer</li> </ul>	Applied - various meetings with Hd Procurement Applied Applied Mar 18	3	3		Reduce	SR	SR					
Infra risk dependency	R-I-6	14-Nov-17	SK	TIART infra will be delivered late due to slippage (dependency) of the WAN/LAN connectivity.		Resulting in failing to meet transition timelines	Operational	3	4		Q2+ 2018	Accept	<ul style="list-style-type: none"> <li>Specify clear deadlines in procurement documentation so appropriate resource is assigned and work is costed accordingly</li> <li>Plan for slippage so sufficient time is left for transition to the new infrastructure</li> <li>Capita provide fail-back eqpt for LAN which will buy-out this risk</li> </ul>	Applied	3	4		Accept	JP	SK					
Timescale	R-I-7	14-Dec-17	CP	TIART FR business strategy remains unpublished/uncertain		Resulting in: • Sub-optimal operating model • Business-wide thematic messaging and the Communications Team not being reformed	Operational	3	4		Q1 2018	Reduce	<ul style="list-style-type: none"> <li>Manage expectations through staff engagement</li> <li>Confirm finalised details of new strategy (Straw Man document out for first commentary 26 Feb)</li> <li>Add lead times for communications activities to adjust to new strategy requirements (likely as part of FJP discussions, April 2018)</li> </ul>	Applied and ongoing	3	3		Accept	JP	JP, HW, CP					
Timescale	R-I-8	14-Dec-17	CP	TIART review of FR publications delayed due to complexity of new commissioning arrangements and large scope of interested parties whilst FR business strategy remains unpublished/uncertain		Resulting in lack of reform of publications process before Apr 2019 and lack of potential for Communications Team to reform	Operational	4	4		2018 Q TBC	Reduce	<ul style="list-style-type: none"> <li>Once commissioning agreements are known, clearly define and agree scope of the review and project manage</li> </ul>		3	3		Accept	JP	JP, HW, CP					

Prob'ly Impact	1	2	3	4	5
5	5	10	15	20	25
4	4	8	12	16	20
3	3	6	9	12	15
2	2	4	6	8	10
1	1	2	3	4	5

Rating	Response
1-7	<b>Manageable risks:</b> Overall rating 7 or less Content to carry these risks, managed within by CSWG
8-14	<b>Material risks:</b> Overall rating 8-14 Concerned about these risks, managed by CSWG, Programme Board informed as necessary
15-25	<b>Significant risks:</b> Overall rating 15 and above Very concerned about these risks, elevated from CSWG, managed by Programme Board

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Matrix number:	1	2	3	4	5
<b>Probability</b>	10% (Remote)	25% (Unlikely)	50% (Possible)	75% (Probable)	90% (Highly probable)
<b>Performance</b>	Meets 90% of requirement. Available work around(s) are acceptable	Meets 90% of requirement. Available work around(s) are acceptable but cumbersome	Meets 85% of requirement. Available work around(s) are acceptable	Meets 85% of requirement. Available work around(s) are acceptable but cumbersome	Meets 80% of requirement. A highly unacceptable performance rating
<b>Cost (increase)</b>	10%	15%	20%	25%	30%
<b>Time (days)</b>	10	15	20	30	40