Risk Matrix

IMPACT (vertical) × **PROBABILITY** (horizontal)

IMPACT \ PROBABILITY	1 – Very Low	2 – Low	3 – Medium	4 – High	5 – Very High
5 – Very High		**R011** - Negligence with regard to H&S	**R074** - Assurance of On-Call skills	**R093** - ESMCP sustainability	**R094** - Cyber attacks
4 – High		**R003 -** Unable to respond to Government initiatives **R082 -** SFRS desire to continue with CFC	**R010** - Lack of controls around H&S legislation **R046** - Skill sets to deliver programme **R032** - Lack of resources make goals unachievable	**R072** - Investment required in ICT and insufficient capacity to deliver **R075** - Sustainability of On-Call model **P091** - ICT Shared Service joint administration	**R069** - Mis mobilisation of SFRS **R084** - Lack of information from ESMCP **R085** - Timescales of ESMCP
3 – Medium	**R014 -** Planned steps to achieve the vision are not in place **R034 -** Government cuts impact organisation relationships -internal **R056 -** Lack of awareness of legislation E&D **R057 -** Lack of controls around legislation E&D **R058 -** Negligence causes breach of E&D legislation **R071 -** Service cuts impact on direction **R078 - A**bility to comply with data sharing agreements	**R033** - Media speculation causes unease **R040** - Bullying and harassment due to government cuts **R089** - Organisational restructure	**R008** - Insufficient funding for the current Service **R013** - Do not articulate clear plans for long term vision **R087** - Organisational resource control **R088** - Horizon scanning for government initiatives	**R001** - Reliance on key staff to deliver the core service **R007** - Insufficient funding for the new demands of government **R027** - National union discussion lead to disputes	
2 – Low	**R068** - Changes in the Fire Authority **R083** - National power supplies	**R077** - Media speculation around government cuts		**R009** - Lack of awareness of H&S legislation	
1 – Very Low	**R016** - Internal financial crime **R017** - External financial crime				