

## Risk Register

Risk Ref	Department	Rating	Type	Risk Owner	Description	Triggers	Impacts
P20200001	Programme2020	10	Organisational	Dave Bill	Milestone within change programme cannot be achieved due to Industrial Action	<ul style="list-style-type: none"> <li>- Changes to national operating context (e.g. pension or new dispute)</li> <li>- Changes to local operating because of Programme 2020 or other factor</li> <li>- Change of Government direction for Fire &amp; Rescue Service</li> <li>- Service begins to plan changes to accommodate further funding reductions for the period beyond 2020.</li> </ul>	<ul style="list-style-type: none"> <li>- National FBU strike</li> <li>- Local FBU strike</li> <li>- Disrupted services</li> <li>- Public concern</li> <li>- Member concern</li> <li>- Depletion of project or programme resources</li> <li>- Disruption to delivery of change</li> </ul>
P20200007	Programme2020	9	Political	Jo Turton	Outputs from Programme either changed or nullified by central government direction for UK Fire Service or local decision	<ul style="list-style-type: none"> <li>- PFF Stage 1 plan</li> <li>- Governments Legislative Programme</li> <li>- National review of conditions of service</li> <li>- Future decisions by the PCC (post October 1st)</li> <li>- NJC Pay negotiations</li> <li>- Government pay policy for public sector workers</li> <li>- Change of Central Government</li> </ul>	<ul style="list-style-type: none"> <li>- Change in funding arrangements</li> <li>- New legislation</li> <li>- Political conflict</li> <li>- Poorer relations with other emergency services</li> <li>- Industrial Action National</li> <li>- Industrial Action Local</li> <li>- Change of local political direction</li> </ul>
P20200008	Programme2020	12	Organisational	Jo Turton	Insufficient resources to support the delivery of the Service's change portfolio.	<ul style="list-style-type: none"> <li>- Lack of consensus among SLT of what is/is not approved</li> <li>- Resources are focussed on activity which is not an agreed priority</li> <li>- Ineffective governance arrangements</li> <li>- The scale of change attempted by the Service is too large</li> </ul>	<ul style="list-style-type: none"> <li>- Resources unavailable to deliver projects within the Programme.</li> <li>- Failure to deliver strategic objectives</li> <li>- Inconsistent messages to stakeholders</li> <li>- Failure to balance the Authority budget</li> </ul>

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P2020009	Programme2020	9	Organisational	Ben Pilkington	Failure to deliver cultural change	<ul style="list-style-type: none"> <li>- Priorities do not adequately reflect cultural change priorities</li> <li>- Staff not engaged in change which affects them</li> <li>- Representative bodies are not engaged throughout the change process</li> </ul>	<ul style="list-style-type: none"> <li>- Service unable to cultural change journey.</li> <li>- Lack of confidence in ECFRS</li> <li>- Reputational loss for ECFRS</li> <li>- Home Office intervention</li> <li>- Changes required by the Programme not embedded in to normal business</li> </ul>
P2020011	Programme2020	9	Political	Jo Turton	The Emergency Services Collaboration Programme Board takes decisions which conflict with those of the Change Board	<ul style="list-style-type: none"> <li>- Activity of each Programme is not understood by respective boards</li> <li>- Ineffective governance of change within ECFRS</li> <li>- Ineffective governance of collaborative change</li> </ul>	<ul style="list-style-type: none"> <li>- Failure to deliver objectives</li> <li>- Inconsistent messages to stakeholders</li> <li>- Resourcing conflicts</li> <li>- Wasted time/effort</li> <li>- Poor morale</li> </ul>