

STRATEGIC RISK REGISTER – SUMMARY (OCTOBER 2011)

Key		
Risk exposure score	Risk description	Colour code / score
16 – 25	High /Very High	Red
11 – 15	Medium	Amber
0 – 10	Very Low / Low NB: Removed from Register after review by Fire Authority	Green

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Likelihood	5					
	4				1	1
	3				5	3
	2			1		3
	1					
		1	2	3	4	5
	Impact					

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			Likelihood	Impact	Total	Likelihood	Impact	Total	
01	Failure to respond effectively following an extensive disruption to normal methods of working	Green	2	3	6	2	3	6	↓
<p>Risk Owner – Director of Service Delivery and Area Manager Community Safety</p> <p>The risk is about the ability of the Service to continue to respond after a disruption, rather than the risk of a disruptive event occurring.</p> <p>Key controls in place</p> <p>The Business Continuity Framework, and plans for specific events such as Pandemic Flu and industrial action have been reviewed. All departmental and generic station continuity plans are in place, have been tested, and are regularly reviewed. Our participation in multi-agency exercises provides us with opportunities to test our operational plans. An unannounced evacuation of the headquarters site has been undertaken and improvements made to processes as a result of lessons learnt.</p> <p>A peer review of our Business Continuity arrangements was undertaken in May 2011. It found that the Service had ‘demonstrated that it has the capability to maintain its mission critical services and is acting upon lessons learnt to improve upon the resilience of its service. It is clear that it is understood by senior managers and is embedded within the Service’.</p>									

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05	Failure to identify and react to new risks in local communities.	Amber	3	4	12	2	3	6	→
<p>Risk Owner – Director of Service Delivery The risk is concerned with our ability to ensure that we understand the risks in the community that the Service aims to reduce. Key controls in place The Service has made progress with the improvement of practices and systems to develop our knowledge and understanding of the risks in our communities, through the work of a remodelled Community Risk Intelligence Team. This improvement will enable enhanced decision making on the targeting of resources. A report on the progress of improvements made in our ability to analyse information will be made to the Performance Review and Scrutiny Committee on 22nd November 2011.</p> <p>This entry has been replaced by a new entry which is focused on ‘lifestyle’ risk. (number 16 below).</p>									

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06g	Failure to comply with and/or properly manage the Authority’s legal and moral responsibilities for the health, safety and welfare of its employees under all relevant Health and Safety legislation and guidance, including the Corporate Manslaughter and Corporate Homicide Act 2007	Amber	3	5	15	2	4	8	➔
<p>Risk owner – Director of Service Delivery Key controls in place A Health and Safety Strategy and Performance Group is in place for health and safety decision making, supported by a Health and Safety Committee. Regular updates are provided to Service Management Team, and an annual health and safety report is made to the Governance Committee. Health and safety issues that arise from incident debriefs are reported to a Response Policy Group to ensure that improvements are made where appropriate. Summary of proposed controls Progress made against the action plan to address issues arising from the latest Health and Safety Executive report (2009) is reported to the Governance Committee annually. The Service’s overarching workforce information provision ‘Fire Watch’ will include a module specific for health and safety. This will support health and safety management across the Service and specifically, our process of safety event reporting and investigation. A safety event investigation policy and procedure is being developed to ensure that our systems are robust and consistent. Work is being undertaken to ensure that risk assessments are up to date and published.</p>									

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06h	Failure to have the appropriate policies and procedures in place to manage driving and vehicle related risks	Amber	3	5	15	1	5	5	↑
<p>Risk owner – Chief Officer</p> <p>Key controls in place</p> <p>A Road Risk Management Group is in place in order to oversee driving related risks and the controls in place to mitigate them. Driver audits are undertaken on an annual basis. A review of standards and levels of response on blue lights has been undertaken.</p> <p>Summary of proposed controls</p> <p>The safety event investigation policy and procedure is currently under review to ensure that all investigations are undertaken on a consistent basis and findings fed back in order to inform future policies. All other driving related policies are currently being reviewed, and a Driver Handbook is being compiled. A plan has been agreed and is in place to ensure that emergency driver assessments are up to date. The Service is planning to procure a driving licence verification service from an external provider to ensure that our driving licence checks are as robust as possible. There is a project in place to provide vehicles to staff who currently frequently use their own vehicles for business use.</p>									

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07b	Failure to ensure that the transition to the Regional Control Centre will not adversely affect the delivery of service.	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
<p>This risk related to our arrangements to manage the transition to Regional Control and has been superceded by risk entry number 07c since the cessation of the national Regional Control Centre project.</p>									
07c	Failure to ensure effective and resilient emergency call handling and mobilising arrangements.	Green	2	5	10	1	5	5	New
<p>Risk owner – Director of Service Delivery The providers of our existing mobilising system have guaranteed maintenance until 31/12/2013. Due to its age, the system may not be reliable after 2014. The system’s age also means that it has limited capacity to integrate with other systems, and facilitate improvement opportunities that more up to date systems provide. Summary of proposed controls The Networked Fire Control System Partnership is a partnership between Hampshire, Devon and Somerset, Dorset, and Wiltshire Fire and Rescue Services, to provide a networked fire control approach that is integrated and resilient. This model provides the best balance between resilience, efficiency, local management and accountability, whilst based upon an effective natural geographic cluster. From HFRS perspective, the objective of the project is to implement a new mobilising system by 31st December 2013.</p>									

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09b	Failure to sustain an efficient Retained Duty System (RDS) with consistent operational availability	Red	4	4	16	2	2	4	→
<p>Risk owner – Director of Service Delivery This risk is concerned with ensuring that we have the appropriate level of staffing and cover to ensure the effective running of the retained duty system.</p> <p>Key controls in place Improved management information is available for recording ‘cover’ hours. This enables a more efficient use of the RDS budget.</p> <p>Summary of proposed controls The RDS Strategy Project has been reviewing alternative contractual arrangements and remuneration schemes, and will be closed following the conclusion of work on retained contracts. After closure of this project, responsibility for continued development of the RDS will fall to Service Delivery. A new project, the 'RDS Sustainability Project' will be initiated that will focus upon improving RDS availability and ensuring the continued efficiency and effectiveness of the Retained Duty System.</p>									

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10	Failure of the Service to adequately reflect and understand our diverse communities, and as a result fail to deliver our services effectively	Amber	3	4	12	2	4	8	→
<p>The actions against this risk seek to improve our ability to ensure that we deliver our services to all of the community. It is linked to risk entry 05 which is about identifying risk within the community. A recent driver for this risk is the Equality Act 2010 which proposes equality duties to provide equality through transparency. The risk entry has been superseded with entry number 16.</p>									

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11	Failure to protect vulnerable members of the community and our staff in the course of our service delivery, where there is contact between them.	Red	4	5	20	1	5	5	➔
<p>Risk owners – Chief Officer and Director of Human Resources</p> <p>Key controls in place</p> <p>The Service is represented on local safeguarding children boards and the emergency services safeguarding board. Internal processes are in place to ensure that professional standards are maintained and that all activities comply with current legislation and guidance. All staff who work with youth and vulnerable groups have had the appropriate criminal records bureau (CRB) checks.</p> <p>A safeguarding process is in place to ensure concerns of abuse or neglect are ‘signposted’ to the appropriate agencies. Processes are in place to ensure that new initiatives go through an approval process and are risk assessed to ensure that the relevant checks are undertaken. An on line training tool has been developed to provide awareness training for staff working with children and young people.</p> <p>Summary of proposed controls</p> <p>The Service is working to ensure that all grey book and relevant green book staff have the required CRB checks on a regular basis. When these checks are in place, the score will be reviewed and reduced.</p>									

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12	Failure to adequately fund and deal with the increasing burden and cost of repairing, maintaining and improving the Authority's properties.	Amber	3	4	12	2	3	6	→
<p>Risk owner – Director of Corporate Services</p> <p>Key controls in place</p> <p>A programme of building condition surveys is carried out. Identified work is then prioritised and scheduled to inform an annual analysis of financial risk. The Property Management Strategy and Register takes information from condition surveys and also reviews each property from 'operational needs' and 'resources' perspectives. This is reviewed annually. There is now access to the condition surveys that allows the Property Services Manager better information to inform his planning. This makes tracking of financial impact much easier to estimate and plan future programmes of works.</p> <p>Summary of proposed controls</p> <p>Work is currently being undertaken to identify opportunities to share accommodation with partner organisations in order to reduce the maintenance burden on the Service.</p>									

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13	Failure to collect, maintain, store and provide relevant, timely and accurate site specific risk information to adequately inform the risk assessment at an incident.	Green	2	5	10	1	5	5	↓
<p>Risk owner – Director of Service Delivery Key controls in place Operational plans are in place for large/high-risk buildings and operational staff carry out dynamic incident risk assessments. The Service has signed up to the South East Fire and Rescue Service Site Risk Management Framework Agreement. The Interim Mobile Data Terminal (MDT) phase 1 solution provided by the department for Communities and Local Government has been implemented, providing approximately 3,000 site-specific risk information to crews. Operational audits and debriefs include an assessment to determine whether information being supplied is used. 'CFRMIS Ops Intelligence' which is a new web based version of our premises database, has been successfully installed in two phases, and provides the facility to record site specific risk information.</p> <p>Summary of proposed controls User requirements and specifications that include the delivery of data to Mobile Data Terminals have been developed, and will be used to procure and implement the new command and control system.</p>									

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14	Failure to plan and react to the implications of the Comprehensive Spending Review 2011/14	Green	2	5	10	2	5	10	↓
<p>Risk owner – Fire Authority and Chief Officer</p> <p>Key controls in place</p> <p>Scenario planning is undertaken to inform the budget planning process. A Directorate Review has been undertaken, and the Efficient and Flexible Crewing Project (EFC) has been in place for some time. A Staff Review has been undertaken and proposals from each of the Directorates have been agreed by Service Management Team. These proposals will now become the Service’s change plans for the future, identifying the expected reductions in posts over the next four years. The plans will continue to be monitored by the Establishment Group, Salary Budget Monitoring Group and the Financial Challenge Programme Board quarterly to ensure there is progress against them after the Staff Review Project Board closes in December 2011.</p> <p>The Financial Challenge Programme Board has been established to ensure that the Service can identify the potential for increased financial efficiencies whilst meeting the Services’ objectives. It coordinates savings from the EFC, the Staff Review, and the other key ‘efficiency proposals’. The Board governs all financial decisions being made to help carefully steer the Service to meet the financial shortfalls it predicts. By overseeing all reductions, the Board is taking every opportunity to explore joint savings across directorates. The programme will deliver clear direction and principles for decision making where necessary to the relevant programmes and projects. This Board oversees and reviews this risk entry.</p>									

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14a	Failure to engage our staff in continuing to improve whilst we meet our financial challenge	Amber	3	4	12	2	4	8	New
<p>Risk owner – Chief officer Key controls in place Senior Manager visits to station have been reformatted. These visits and the Leadership Forum seek the views and suggestions of staff. Monthly ‘key issues’ briefings are provided to Station managers in order to fill gaps in communications. A joint protocol for good industrial relations and workplace partnerships is in place and designed to promote a positive relationship between employees, Representative Bodies, and management. Summary of proposed controls An audit of internal communications is soon to take place, the results of which will shape future strategies for staff engagement.</p>									

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15	Failure to develop, implement and maintain information communications technology systems that: <ul style="list-style-type: none"> • are resilient and support the achievement of the Service objectives • capitalise on the benefits in terms of efficiency, economy and effectiveness of our systems 	Amber	3	5	15	2	5	10	→
<p>Risk owner – Director of Corporate Services Whilst the implementation of the new network has improved technical resilience, the factor that is keeping the entry at a score of 15 relates to recruitment and retention of staff with the appropriate ICT skills.</p> <p>Key controls in place There is a commitment to the development of ICT staff. Projects are governed appropriately and quarterly reports provided to Service Management Team by the ICT Manager. Controls are in place to ensure that ICT Services are informed of plans that involve a requirement for ICT, and the development of robust service level agreements with suppliers to ensure that there is an appropriate level of support.</p> <p>Summary of proposed controls The implementation of the HPSN network is nearing completion to meet the growth in demand and provide added resilience to our infrastructure.</p>									

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16	Failure to fully appreciate lifestyles that result in community and personal risk, and to develop suitable prevention, protection, and response strategies that ensure our services are delivered effectively to reduce these risks.	Amber	3	4	12	2	4	8	New
<p>Risk owner – Director of Service Delivery This risk entry replaces 05 and 10. Controls in place A fully developed Community Risk Intelligence Team (CRI) with a Medium Term action plan is in place. The Service Delivery Risk Register documents and assesses the community risks Service Delivery intend to manage and the initiatives that will be applied as the control measures. Information and guidance is available on Mobile Data Terminals for operational staff responding to incidents on equality and diversity issues relevant to the location. Proposed controls One of the key controls will be the objective in the current Service Plan ‘we will improve operational diversity to help reduce the different risks people face in the community’.</p>									