

CORPORATE RISK REGISTER – SUMMARY

| 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 | | | | 3 | 2 |
| | 2 | | | 1 | 1 | 2 |
| | 1 | | | | | |
| | | | 1 | 2 | 3 | 4 |
| | Impact | | | | | |

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| Ref | Risk Description | current risk rating - red/amber/green | Current score | | | Target Score | | | Direction of Travel since November 2011 |
|---|---|---------------------------------------|---------------|--------|-------|--------------|--------|-------|---|
| | | | 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 were reviewed in 2011. 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> <p>Since the report to this Committee last year, Service Management Team has kept the entry under review and proposes that it is now removed from the ‘active’ register.</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</p> <p>Key controls in place</p> <p>Our governance arrangements for Health and Safety have been reviewed and a new Health and Safety Committee has been formed to oversee strategic health and safety decision making, including this risk entry. It forms an important proactive consultative link to the representative bodies and the wider workforce. Regular updates are provided to Service Management Team, and an annual health and safety report is made to the Standards and 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. A safety event investigation policy and procedure has been developed to ensure that our associated systems are robust and consistent.</p> <p>Summary of proposed controls</p> <p>The Service’s overarching workforce information provision ‘FireWatch’ 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.</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 – Head of Facilities</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. A review of all emergency driver assessments has been undertaken to ensure that they are all up to date, and our Driver Training Policy has been reviewed to ensure that it meets legal and Service requirements. We have outsourced our driver licence checking process to ensure that we have robust assurance that all staff who drive for work have the appropriate licence. This process is now underway.</p> <p>Summary of proposed controls</p> <p>All other driving related policies will be reviewed, and a Driver Handbook is being compiled. 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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| 09b | Failure to sustain an efficient Retained Duty System (RDS) with consistent operational availability | Red | 4 | 4 | 16 | 1 | 4 | 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 Sustainability Project' is in place to focus upon improving RDS availability and ensuring the continued efficiency and effectiveness of the Retained Duty System. In particular, it will be addressing:</p> <ul style="list-style-type: none"> • workloads and capacity of RDS watch managers, • improving the level of availability of RDS fire engines, • the development and maintenance of skills for RDS personnel • the use of intelligent/selective paging for RDS personnel and • the review of the disposition of appliances at RDS fire stations. <p>The project board oversees the risk entry.</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>All staff who work with youth and vulnerable groups have had the appropriate criminal records bureau (CRB) checks. This includes staff involved with safeguarding, schools education, and our Firesetters initiative. 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. Employees are asked to declare any unspent convictions upon employment and are contractually obliged to inform the Service if they are charged with any criminal offences during their employment.</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.</p> <p>A safeguarding process is in place to ensure concerns of abuse or neglect are 'signposted' to the appropriate agencies. A recent audit of safeguarding by our Hampshire County Council audit team provided an 'adequate assurance' on our systems. All recommendations made have been implemented.</p> | | | | | | | | | |

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| | | | Likelihood | Impact | Total | Likelihood | Impact | Total | |
| <p>Summary of proposed controls Although there is no legal requirement to run CRB checks on our firefighters, as a responsible employer, we are in the process of moving towards running Basic Criminal Record checks on all operational staff. We are working closely with the unions to formalise this arrangement to enable us to complete these checks. Once the checks are complete the score will be 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. | Green | 2 | 4 | 8 | 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 continues to identify opportunities to share accommodation with partner organisations in order to reduce the maintenance burden on the Service. This forms part of our efficiency proposals.</p> | | | | | | | | | |

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| 14 | Failure to plan and react to the implications of the Comprehensive Spending Review 2011/14 and beyond. | Green | 2 | 5 | 10 | 2 | 5 | 10 | → |
| <p>Risk owner – Fire Authority and Chief Officer</p> <p>Key controls in place Scenario planning is undertaken to inform the budget planning process. 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 Efficient and Flexible Crewing project, 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> <p>Summary of proposed controls Work is continuing to develop and define our plans to meet the challenges of the next Comprehensive Spending Review.</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 | → |
| <p>Risk owner – Chief officer</p> <p>Key controls in place Senior Manager visits to stations have been reformatted. These visits and the Leadership Forum seek the views and suggestions of staff. Monthly 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.</p> <p>Summary of proposed controls An audit of internal communications has been undertaken, 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 | Green | 2 | 5 | 10 | 2 | 5 | 10 | ↓ |
| <p>Risk owner – Director of Corporate Services This risk focuses on the resilience of our ICT systems</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. The implementation of the Hampshire Public Sector Network is complete 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 | → |
| <p>Risk owner – Director of Service Delivery</p> <p>Controls in place A fully developed Community Risk Intelligence Team (CRI) with a Medium Term action plan is in place in order to help identify community risk.</p> <p>Summary of proposed controls One of the key controls will be the development of our operational diversity project to help identify and reduce the different risks people face in the community’.</p> | | | | | | | | | |

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| 17 | The provision of information and communications technology (ICT) that does not meet the needs of the business to promote and support improvement and innovation. | Amber | 3 | 4 | 12 | 2 | 4 | 8 | New |
| <p>Risk owner – Director of Corporate Services</p> <p>Controls in place A robust ICT strategy is in place and effective resource planning is in place to ensure that there is optimum investment in ICT where it is required. Performance management information on the ICT provision is reported to SMT regularly. A fully resourced team is in place.</p> <p>Summary of proposed controls Heads of Service Team (HoST) are to have oversight of ICT plans to ensure that they support other business plans and the needs of the Service. Via HoST, there is also closer liaison between ICT and the other departments. This will ensure that potential ICT related opportunities for efficiency, improvement, and innovation are included in wider business plans. Action plans will be developed to help ICT team members engage with and understand the business and its needs. The process for requesting an ICT service, and the communication related requirements is currently being reviewed.</p> | | | | | | | | | |