

Ref no 21	Failure to optimise the opportunities of the commercial trading arm.	Likelihood	→ 2	Impact	→ 5	Current score	→ 10
		Target likelihood	1	Target Impact	5	Target score	5
Risk categories: political, social, financial, reputational		Significant drivers:					
Impacts							
<ul style="list-style-type: none"> Exposure to trading company reputational issues 3S Fire fails to generate an income for HFRS Failure to comply with the working time directive and other legislation and regulations 				<ul style="list-style-type: none"> Failure to deliver HFRS/3SFire activities due to a pull on resources Deterioration of service partnerships because of strategic partnerships entered into by 3SFire 			
Risk owner: Assistant Chief Officer (Community Safety)							
Preventative controls in place		Control owner	Control rating	Mitigating controls in place		Control owner	Control rating
Adequate controls are in place for the Authority's governance arrangements over the relationships and interfaces with the trading company. The arrangements in place were reported to Standards and Governance Committee in July and December 2013.		Director of Professional Services		HFRS has adequate indemnity from legal risks presented by a trading company.		Monitoring Officer	
There is a realistic projection of income expected from the Trading Arm.		Safer Stronger Board		Appropriate arms-length agreements are in place		Monitoring Officer	
The trading company will consider potential risks in terms of the HFRS reputation carefully and will ensure that inappropriate market advantage is not taken.		Head of Marketing and Communications		Overarching secondment agreement signed		Head of HR and Training	
Ensure employment contract arrangements are clarified with regards to pay, working hours and that arrangements for dual contracts are in place, including the monitoring of working hours.		H3 HR Lead		Inform the public and staff understanding of the driver and purpose of the trading arm.		Head of Marketing and Communications	
Ensure there is clarity of roles between HFRS and 3SFire for staff acting in these		H3 HR Lead		Ensure there is adequate consultation on the		Head of Marketing and Communications	

roles.			communications plans so that these do not contradict each other.		
HFRS staff working for 3SFire are given adequate guidelines for declaring their interests.	Performance Review Manager				
Ensure there is adequate consultation and engagement between the trading company and the Service in respect to future plans/activities. Close engagement between all parties involved will support the business plan. This should aim to help identify possible opportunities as well as identify reputational and legal issues.	Chair of Heads of Service Team				
Service contingency planning to be reviewed in light of staff use by trading arm. Agreement to be reached about degradation in case of low staff levels.	Area Manager Business Fire Safety				
Proposed preventative controls	Control owner	Target date	Proposed mitigating controls	Control owner	Target date
Key risk Indicators:					
Last reviewed by SMT: November 2014		by Fire Authority:			