

STRATEGIC RISK REGISTER – SUMMARY

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

STRATEGIC RISK REGISTER – SUMMARY

Ref	Risk Description	current risk rating - red/amber/green	Current score			Target Score			Direction of Travel since September 2009
			Likelihood	Impact	Total	Likelihood	Impact	Total	
01	Failure to respond effectively following an extensive disruption to normal methods of working	Amber	3	4	12	2	3	6	→
<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><b>Key controls in place</b> 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. The Audit Commission has recently issued a report on its findings from a recent survey on Business Continuity Management. The report stated that the Service had ‘appropriate plans in place for all critical activities and most serious disruptions’. A more detailed update of the findings will be provided to Members at the next meeting of the Fire Authority.</p> <p><b>Summary of proposed controls</b> The Business Continuity Framework, and plans for specific events such as Pandemic Flu are being reviewed. The Major Incident Service Order has been reviewed and is currently on circulation before being issued.</p> <p>Once these are complete, and a number of dependent plans have been tested together, it is expected that the score can be reduced. The target for this work to be complete is the end of the financial year.</p>									

STRATEGIC RISK REGISTER – SUMMARY

Ref	Risk Description	current risk rating - red/amber/green	Current score			Target Score			Direction of Travel since September 2009
			Likelihood	Impact	Total	Likelihood	Impact	Total	
05	Failure to identify and react to new risks in local communities.	Amber	3	4	12	2	3	6	→
<p>The risk is concerned with our ability to ensure that we understand the risks in the community that the Service aims to reduce.</p> <p><b>Key controls in place</b></p> <p>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 the use of information systems to support and inform community risk intelligence was made to the Performance Review and Scrutiny Committee on 18<sup>th</sup> November 2010.</p> <p><b>Summary of proposed controls</b></p> <p>Work is ongoing to develop a self-service facility for risk intelligence to front line managers throughout the Service. Plans are in place to develop data in the form of a ‘strategic assessment’ to be provided to senior managers to inform the corporate planning process. Protocols are being reviewed for the sharing of risk data with our partners.</p>									

STRATEGIC RISK REGISTER – SUMMARY

Ref	Risk Description	current risk rating - red/amber/green	Current score			Target Score			Direction of Travel since September 2009
			Likelihood	Impact	Total	Likelihood	Impact	Total	
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><b>Key controls in place</b> A Health and Safety Strategy and Performance Group is in place for health and safety decision making, supported by a Health and Safety Committee doubling as a consultative group for health and safety matters. Regular updates are provided to Service Management Team, and an annual health and safety report is made to the Governance Committee. There is a health and safety Member Champion. Performance indicators have been developed, and included on the Service Delivery performance management dashboard along with three performance indicators included in the corporate performance management system (Views).</p> <p><b>Summary of proposed controls</b> Activity against the action plan to address issues arising from the latest Health and Safety Executive report has progressed. This was reported to the Governance Committee in September and will continue to be reported until all actions are complete. As part of the Service's overarching workforce information provision 'Fire Watch', there is a module specific for Health and Safety. This will support all areas of health and safety management across the Service and specifically will improve our process of Safety Event reporting and investigation.</p>									

STRATEGIC RISK REGISTER – SUMMARY

Ref	Risk Description	current risk rating - red/amber/green	Current score			Target Score			Direction of Travel since September 2009
			Likelihood	Impact	Total	Likelihood	Impact	Total	
06h	Failure to have the appropriate policies and procedures in place to manage driving and vehicle related risks	Amber	3	4	12	1	4	4	↓
<p><b>Key controls in place</b>                      A Road Risk Management Group was set up to oversee work being undertaken to address these risks. This work included the review and refinement of the annual check of all drivers' licences and documentation. A comprehensive set of updated driving policies have been issued to staff to ensure that driving risks are managed.                      The Service implemented new response standards in April 2010 to match the speed of response, and use of blue lights to risk.</p> <p><b>Summary of proposed controls</b>                      The Accident 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. The second year of the drivers' details check is nearing completion. Once these two pieces of work are complete, (by the end of the current year), consideration will be made by Service Management Team to reduce the risk score.</p>									

STRATEGIC RISK REGISTER – SUMMARY

Ref	Risk Description	current risk rating - red/amber/green	Current score			Target Score			Direction of Travel since September 2009
			Likelihood	Impact	Total	Likelihood	Impact	Total	
07b	Failure to ensure that the transition to the Regional Control Centre will not adversely affect the delivery of service	Amber	3	5	15	2	5	10	➔
<p>This risk relates to our arrangements to manage the transition to Regional Control.</p> <p><b>Key controls in place</b></p> <p>There is a Project Board and Team governing the Service’s transition to the Regional Control Centre. This Board reviews the risk entry, and significant risks from the Project Board’s risk register are recorded on this entry to ensure a link between the two. At the current time the uncertainty in terms of future plans/timescales is keeping this risk at amber, rather than our ability to manage the project.</p>									

STRATEGIC RISK REGISTER – SUMMARY

Ref	Risk Description	current risk rating - red/amber/green	Current score			Target Score			Direction of Travel since September 2009
			Likelihood	Impact	Total	Likelihood	Impact	Total	
09	Failure to sustain an efficient Retained Duty System (RDS) with consistent operational availability	Red	4	4	16	2	2	4	→
<p>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><b>Key controls in place</b></p> <p>The risk has been incorporated into the Retained Duty System strategy review project objectives. The strategy of this project is to introduce agreed changes and improvements to maximise the efficiency of the Retained Duty system. In terms of recruitment of RDS staff, the Establishment Group reviews risk critical stations, and recruitment activity is targeted at those stations.</p> <p>In respect to cover provided by RDS staff, the implementation of an electronic retained management system provides up to date and accurate information on the availability of staff, including their skill sets. This provides information for individuals, managers and Fire Control to manage availability, appliance movements and the performance of stations.</p> <p><b>Summary of proposed controls</b></p> <p>Alternative contractual arrangements and remuneration schemes for RDS staff where payment is made on the basis of hours of cover provided rather than the current ‘pay as you go’ method have been reviewed. A model is currently being negotiated with staff.</p> <p>The Retained Duty System strategy group reviews this risk entry.</p>									

STRATEGIC RISK REGISTER – SUMMARY

Ref	Risk Description	current risk rating - red/amber/green	Current score			Target Score			Direction of Travel since September 2009
			Likelihood	Impact	Total	Likelihood	Impact	Total	
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.</p> <p><b>Key controls in place</b> We have a range of controls in place such as our watch based Diversity Liaison Officers, Outreach workers, and Diversity Champions. People Impact Assessments are now embedded as a process to consider and mitigate adverse impacts of our proposed policies on our workforce and the community, in particular those groups protected by legislation.</p> <p><b>Summary of proposed controls</b> Action plans are currently being developed to achieve excellence against the criteria set down in the Equality Improvement Framework, the target date for which is 2013. A Community Engagement working group has been set up to develop a coordinated and consistent strategy to community engagement across the whole Service.</p>									

STRATEGIC RISK REGISTER – SUMMARY

Ref	Risk Description	current risk rating - red/amber/green	Current score			Target Score			Direction of Travel since September 2009
			Likelihood	Impact	Total	Likelihood	Impact	Total	
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><b>Key controls in place</b> The Children and Young People Advisory Team is 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 criminal records bureau (CRB) checks. 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.</p> <p><b>Summary of proposed controls</b> We are working to ensure that all appropriate staff have the required checks on a regular basis. One complete annual round of checks has been undertaken with a further two to follow until this has been achieved. Youth engagement activities are being evaluated this year to ensure that appropriate processes are in place.</p>									

STRATEGIC RISK REGISTER – SUMMARY

Ref	Risk Description	current risk rating - red/amber/green	Current score			Target Score			Direction of Travel since September 2009
			Likelihood	Impact	Total	Likelihood	Impact	Total	
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><b>Key controls in place</b>                      A programme of building condition surveys is being carried out. Identified work is then prioritised and scheduled to inform an annual analysis of financial risk. 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><b>Summary of proposed controls</b>                      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>									

STRATEGIC RISK REGISTER – SUMMARY

Ref	Risk Description	current risk rating - red/amber/green	Current score			Target Score			Direction of Travel since September 2009
			Likelihood	Impact	Total	Likelihood	Impact	Total	
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.	Amber	3	5	15	1	5	5	↓
<p><b>Key controls in place</b> 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 site-specific risk information to crews. Operational audits and debriefs include an assessment to determine whether information being supplied is used.</p> <p><b>Summary of proposed controls</b> The remaining premise information is being installed onto MDT's and phase 2 is to be implemented by October 2011. At the last review by Service Management Team in October 2010, a request was made for a report to be compiled on the status of the controls in place for this risk so that a view can be taken on reducing the score.</p>									

STRATEGIC RISK REGISTER – SUMMARY

Ref	Risk Description	current risk rating - red/amber/green	Current score			Target Score			Direction of Travel since September 2009
			Likelihood	Impact	Total	Likelihood	Impact	Total	
14	Failure to plan and react to the implications of the Comprehensive Spending Review 2011/14	Red	4	4	16	2	4	8	↑
<p><b>Key controls in place</b> Scenario planning has been undertaken to inform budget planning process, and this has been recognised by the Audit Commission. A Directorate Review has been undertaken, and the Efficient and Flexible Crewing Project and the Retained Duty System review have been in place for some time.</p> <p><b>Summary of proposed controls</b> The ‘savings’ team is in place to identify and progress potential efficiency savings arising from ‘project engage’ where staff were asked to make suggestions for areas where we could reduce spending. Work is also ongoing with our partners to achieve joint savings across our services. The Financial Challenge Programme Board has been set up to coordinate savings from the key projects mentioned above as well as those from the Staff Review which is currently underway. This Board will oversee and review the risk entry. Communications are being made to our staff, elected Members and the public on the implications of the Comprehensive Spending Review.</p>									

STRATEGIC RISK REGISTER – SUMMARY

Ref	Risk Description	current risk rating - red/amber/green	Current score			Target Score			Direction of Travel since September 2009
			Likelihood	Impact	Total	Likelihood	Impact	Total	
15	<p>Failure to develop, implement and maintain information communications technology systems that:</p> <ul style="list-style-type: none"> <li>are resilient and support the achievement of the Service objectives</li> <li>capitalise on the benefits in terms of efficiency, economy and effectiveness of our systems</li> </ul>	Amber	3	5	15	2	5	10	↓
<p><b>Key controls in place</b>                      There is a commitment to the appropriate 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><b>Summary of proposed controls</b>                      The HPSN network is currently being implemented to meet the growth in demand and provide added resilience to our infrastructure. The target date for its completion is March 2011.</p>									