

Purpose Decision

13 February 2018

Strategic Risk Register

Report of Chief Officer



**HAMPSHIRE  
FIRE AND  
RESCUE  
AUTHORITY**

## EXECUTIVE SUMMARY

1. This report presents a refreshed Strategic Risk Register for Members' comment and approval.

## BACKGROUND

2. The risk management process aims to identify, prioritise, and manage risks to the Authority's ability to achieve its priorities and objectives, and manage its business. The review of the Register is a key part of our corporate planning process.
3. A strategic risk is something that may affect our ability to deliver our services to the community. Departmental (including health and safety), and project risks are managed locally, and community risk is managed through our Integrated Risk Management process.

## REVIEW OF THE REGISTER

4. We have taken the opportunity to review the entries and scoring mechanism for the Strategic Risk Register. The Service's Risk, Resilience and Assurance Board is chaired by the Director of Professional Services. It has overseen a review of the existing Registers, including those assigned as 'green' or low risk, both Strategic and Departmental.
5. The review included work with Service Management team as part of a horizon scanning and a strengths, weaknesses, opportunities and threats exercise.
6. The proposed revised version of the Register, with initial scores, has been agreed by Service Management Team and is attached in appendix 1.

## EXISTING STRATEGIC RISK REGISTER

7. The following entries are on the current Register.

Ref	Description	Summary of review
22	Due to a reliance on, or an association with, a third party, our ability to directly manage and control aspects of our business could diminish.	The review concluded that this is no longer an amber risk and should be scored green, but be reviewed periodically. 'Partnerships' is one of our Priorities and the improvements we are making in terms of governance (policy and guidance) are

		being managed via the Service Plan key deliverables.
23	Decrease in Organisational Performance.	The finding of our review is that this is an impact of other risks rather than a specific risk. It is proposed that this entry be discharged from the register. There is work planned by the Performance Board in conjunction with the People Committee to look at driving high performance culture.
24	Failure to identify and capitalise on opportunities for investment.	The review found that it is not a strategic level risk but will be monitored at a more local level.

### REVISED RISK REGISTER

8. The following risks have been identified. We are proposing that they be included on the Strategic Risk Register.

Ref	Risk	Comments
STR01	Inability to forecast and match the appropriate skillsets to workforce requirements to provide the best service.	This entry is about having the right people in the right places at the right time into the future and is triggered by the loss of staff through retirement. This loss, with other staff moves, can lead to a loss of specialist/technical skills and organisational memory. Control measures include our plans to improve workforce planning (including data), succession planning, recruitment processes and specific areas of training.
STR02	Failure to continue delivering our services following an extensive disruption to normal methods of working.	This entry was on the original 'green' risk register. It relates to the risk of not being able to deliver services in the event of disruption or major event, not the risk of disruption itself. Due to the continuing work being done with regards to business continuity, the Risk, Assurance and Resilience Board is proposing that it stay as a current risk.

Ref	Risk	Comments
STR03	Inability to maintain adequate controls to protect people, systems and physical assets.	This entry has been identified by the Service's Security Board and informed by a review undertaken in 2017. Control measures include work being done to improve physical, ICT and personal security.
STR04	Lack of appropriate systems to equip ourselves to provide relevant information for decision making and transparency.	The entry was identified at the Service Management Team planning day. It relates to a need to improve uniformity of processes, control over systems development and the ability of systems to interface with each other.
STR05	Failure to adequately manage the Authority's services within its financial resources, in the medium term.	The entry was on the green risk register. The Risk, Resilience and Assurance Board are proposing that it is prudent that this stays as an entry on the Register for ongoing review.
STR06	Potential alternative governance models may distract our attention and/or restrict our opportunities for collaboration.	The entry relates to the number of governance models/options, some of which can be externally driven that could limit our options to collaborate with other partners.
STR07	Due to a reliance on, or an association with, a third party, our ability to directly manage and control aspects of our business could diminish.	The review concluded that this is no longer an amber risk and should be scored green, but that it should be reviewed periodically. 'Partnerships' is one of our Priorities and the improvements we are making in terms of governance (policy and guidance) are being managed via the Service Plan key deliverables. (Ref 6 above).

## SCORING

9. Previously we have used a 5X5 scoring mechanism. We are proposing to use a simpler 3X3 system. The following tables describe the scores we propose to use.

### Impact scores

Score	Description
1	Minimal
2	Moderate
3	Severe

### Likelihood scores

Score	Description
1	Unlikely
2	Possible
3	Likely

## NEXT STEPS

10. If the new entries are approved we will continue to develop our planned control measures. The risks will then be rescored and regularly reviewed by our Risk, Resilience and Assurance Board and by Directors.
11. We will review our overall Risk Management policy and integrate it into our future planning processes to ensure that it is consistent with the way we manage community, and other categories of risk.

## SUPPORTING OUR SERVICE PLAN AND PRIORITIES

12. We want to be the best fire and rescue service in the country and make life safer for everyone by reducing risks in the community. Effective risk management processes that are embedded throughout the organisation are critical to ensuring thorough decision making.
13. Our planning processes, performance management framework and audit recommendations are an integral part of our ability to identify new and emerging risks and issues which could impact on existing corporate aims and objectives. The identification of risks and issues through the planning process also provides a focus for developing new corporate aims and objectives.

## RESOURCE IMPLICATIONS

14. There are no financial impacts from the contents of this paper. Any financial impacts of future control measures would need to be assessed against the related risks and opportunities. Any plans with financial implications will be subject to appropriate review and governance.

## LEGAL IMPLICATIONS

15. There are no legal implications from the contents of this report.

## PEOPLE IMPACT ASSESSMENT

16. The proposals in this report are compatible with the provisions of equality and human rights legislation.

## RISK ANALYSIS

17. It is essential that a risk management policy and strategy is in place. Work is continuing to ensure there is a consistent and robust approach to the identification, analysis and treatment of risks. This, in turn, ensures that major threats and opportunities are considered and managed appropriately with adequate control measures implemented.
18. It is important that decisions taken by the Authority's elected members and management consider the risks associated with them. Risk management implications are included in all reports so that these can be considered in making decisions. As such, a separate section is inserted in all Fire Authority/Committee/Service Management Team reports in which the author states what, if any, risks have been identified and how these will be managed

## CONCLUSION

19. This report provides the outcomes and recommendations of our review of the Authority's Strategic Risk Register.

### RECOMMENDATIONS

20. That the proposed new scoring mechanism be used by Hampshire Fire and Rescue Authority
21. That the refreshed Strategic Risk Register be approved by Hampshire Fire and Rescue Authority

## APPENDIX ATTACHED

22. Appendix 1 – Revised Strategic Risk Register

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## Appendix 1 – Revised Strategic Risk Register

