Appendix A
Former Strategic Risk Register

Strategic Risk Overview

Reporting: Jul-Sep - 2019

Key

(score of 9)	High
(score of 3 to 6)	Mediu
(score of 1 to 2)	Low

Risks with a score of 9 require prioritisation to manage the likelihood and impact

Risk Matrix

Likelihood Rating	Minimal	Moderate	Severe
Likely			
Possible		STR02, STR04	STR01, STR03
Unlikely		STR06	STR05

Impact Rating

Current distribution of strategic risks

Risk Profile Summary

This Strategic Risk Overview identifies 6 key areas that comprise the risk profile for Hampshire and the Isle of Wight and are representative of a number of 'sub' risks requiring monitoring and management:

Community Risk - reducing risk to the communities of Hampshire and the IOW by protecting people, property and the environment.
People Risk - having the right people in the right place with the right skills and capabilities required to successfully deliver our services.
Financial risk - providing a good value emergency service within or financial means.
Organisational Risk - fit for purpose premises, ICT and infrastructure.
Governance Risk - ensuring that we meet our regulatory and legislative requirements and are legally compliant.
Performance and Assurance Risk - how do we know we are effective?

Ref.	Description	Owner	Current Score		Comments
STR 01	**Community Risk** Failure to deliver an efficient, effective service and achieve our aim of Making Hampshire and the Isle of Wight Safer, resulting in greater risk and higher levels of injuries, deaths, property damage and environmental impact.	Director of Operations - Stew Adamson	6	→	Our approach will be supported by a directorate risk register and a service wide delivery plan, overseen by a Delivery Board chaired by the ACO Service Delivery
STR 02	**People Risk** Inability to effectively identify and match appropriate skillsets to workforce requirements, meaning tasks are not completed as professionally as we would expect, and organisational performances decreases.	Head of HR & Workforce Development - Molly Rowland	4	→	We will maintain a proactive People Plan and a People and Organisational Development Board chaired by the Head of HR and Workforce Development to manage this area of risk.
STR 03	**Financial Risk** Failure to adequately manage the Authority's services within its financial resources leading to overspends, budget misalignment and inability to deliver effectively.	Chief Finance Officer - Rob Carr	6	→	Our financial management is delivered via our Shared Services Agreement and our Chief Finance Officer will maintain a Medium Term Financial Plan and financial management systems to ensure we are efficient with the service we provide.
STR 04	**Organisational Risk** Inefficient management or ineffective organisational structure preventing us from providing the best possible service.	Chief of Staff - Matt Robertson	4	→	The Chief Of Staff wll oversee the delivery of effective and efficient management structures and systems with an Executive Board to monitor how this is working.
STR 05	**Governance Risk** Failure to recognise and comply with legal or regulatory duties and responsibilities, resulting in legal or other sanction, reputational damage and loss of confidence.	Chief of Staff - Matt Robertson	3	→	The Chief of Staff will maintain and oversee our governance arrangements in conjunction with other Directors. The Deputy Chief Fire will take specific responsibility for Health and Safety as our strategic lead.
STR 06	**Performance and Assurance Risk** Lack of proper assessment, review and assurance of our performance to ensure that we continue to deliver the best possible service to the public.	Director of Performance & Assurance - Shantha	2	→	We recognise the importance of review, assurance and performance management.The Assurance Board will oversee the work in this area and will maintain a directorate risk register.