

September 2014

Risk Ref. No.	Link to Annual Operating Plan	Date Identified	Risk Description	Consequence of Risk	Control Measures In Place	Risk Assessment			Previous Risk Rating	Approved Management Action(s)	Action Completion Date	Risk Owner	Review Date
						Probability	Impact	Risk Rating					
CR - 1	Strategic Aim 1: To improve the safety of communities and staff.  (AOP Aims 1 and 2: Ensure a safe and effective response to incidents)  R&R Obj 5: Assurance	24 July 2014	<b>There is a risk to SFRS where it fails to maintain and improve the safety of communities and staff.</b> Where the Service fails to develop and adhere to safe and effective operational practises this could lead to possible operational failures resulting in death or serious injury within communities or to staff.	Potential injury to stakeholders and/or staff - breaches in relevant legislation and associated litigation, fines or penalties imposed upon the Service - impact upon attainment of operational priorities - adverse media scrutiny - potential FIA's and resulting impact upon perception and reputation of organisation	Operational Assurance Forums, supported by policy and procedures which ensure the monitoring of operational performance and identification of trends and issues locally, nationally, UK-wide and beyond.	4	4	16	0	(1) Ops assurance "go-live" (2) Setting up of local, pre-incident audit arrangements (3) SDA forums meeting monthly and as required (4) National forum meeting bi-monthly and as required. (5) Continue to review operational procedures, practices and guidance in use and establish a number of Standard Operating Procedures that embrace national risk assessments and best practice. (6) Develop and implement an effective recording system for Operational Intelligence and establish an appropriate procedure for the gathering of information.*	(1) 9 September 2014 (2) Ongoing (3) Ongoing (4) Ongoing (5) March 2015 (6) March 2015	David Goodhew	January 2015
CR - 2	Strategic Aim 2: To provide more equitable access to fire and rescue services.  AOP Aims 1 and 2: Ensure a safe and effective response to incidents  R&R Obj 1: Operational Response	24 July 2014	<b>There is a risk to SFRS where it fails to standardise and align resources, taking account of national and local factors.</b> SFRS brought together 8 different legacy service arrangements which managed and allocated resource to risk differently. SFRS needs to align available resources to identified areas of risk to ensure we maximise the benefit gain, minimising the risk to our employees and communities.	Failure to devlier and effective and efficient service - reduced level of service integration - failure to meet statutory obligations - legal challenge against organisation - adverse level of scrutiny	Projects to examine existing arrangements for command and control integration, and for emergency cover in terms of fire stations, appliances and specialist resources.	3	4	12	0	(1) Specialist Resources report to Board (2) Implement the agreed outcomes from the review of all specialist resources across Scotland, in order to ensure more equitable access based on risk (3) Review of existing station and appliance disposition (4) Options report for future disposition (5) Create a Project Plan and Team to specify, tender for and procure a single Command and Control system and complete the first phase of the agreed Control Room rationalisation programme.*	Oct 2014  Mar 2015  Mar 2015  Dec 2015	David Goodhew	January 2015
CR - 3	Strategic Aim 4 - Develop a culture of continuous improvement (Develop a high performing workforce)	24 July 2014	<b>There is a risk to SFRS where succession planning arrangements are not fully developed.</b> A significant number of unformed staff will reach retirement age over the next few years and may leave the organisation. A review of current structures and succession planning arrangements is required to ensure that any resulting gaps in skills and knowledge can be addressed.	Inability to adequately resouce incident command system - loss of knowledge and skills - failure to maintain adequate levels of service provision - loss of strategic overview - adverse impact upon reputation	Resourcing team and workforce planning arrangements in place to identify potential turnover and create plans to deal with emerging gaps. Engagement with Scottish Government, Board and Chief Officer to develop specific succession plans for SLT. Programme of work in place to develop longer term succession planning arrangements for the SFRS. Plans for SLT re-structure and additional Gold Command support in place.	3	4	12	0	(1) Design and implement the SFRS Working Structure. (2) Develop a succession planning model to ensure that the necessary levels of knowledge, skills and experience are maintained across the SFRS.	(1) April 2016. (2) March 2015.	Diane Vincent	January 2015
CR - 4	Strategic Aim 4 - Develop a culture of continuous improvement (Develop a high performing workforce)	24 July 2014	<b>There is a risk to SFRS where it fails to harmonise pay and grading structures.</b> Failure to harmonise pay and grading structures and terms and conditions of employment within a reasonable timescale may lead to grievance, disengaged staff and equal pay claims. The Service requires the active participation and engagement of staff to achieve the anticipated outcomes of the Pay and Reward Project.	Impact upon our ability to successfully defend equal pay claims - loss of reputation - increased scrutiny - (negative) media attention - impact on our ability to attract and retain good quality staff - impact on our ability to maintain good employee relations - impact on our ability to manage employee costs/ operate within revenue budget.	Project in place to harmonise pay and grading arrangements; supported by communications strategies and consultation, negotiation and scrutiny arrangements (via Board, SLT and Representative Bodies) - employee and line manager engagement - oversight provided by the Service Transformation Programme - scrutiny through External Audit - internal scrutiny through Committee framework and Internal Audit, which links to the Scottish Government and Ministerial performance reporting (annual review of public bodies). Budgetary and financial controls in place, with associated frameworks and procedures	3	4	12	0	(1) Develop and implement a pay and reward framework which supports the harmonisation of employee terms and conditions of employment. (2) Implement a single HR/Payroll system that will rationalise payroll provision and will enable better information to support workforce planning and provide more timely and accurate information on our people.	(1) April 15. (2) Initial phase March 15.	Diane Vincent	January 2015

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CR - 5	Strategic Aim 1 - Improved safety of our communities and staff - Ensure a safe and effective response to operational incidents; Strategic Aim 3 - Improved outcomes through partnerships - work in partnership with communities; Strategic Aim 4 - Develop a culture of continuous improvement - Develop an innovative structure that enables us to deliver highly valued and effective services; Minimise the impact of our activities on the environment	24 July 2014	<b>There is a risk to SFRS where it fails to meet statutory obligations.</b> The Service is subject to significant areas of legislation placing considerable requirements upon the organisation. This includes, the Fire (Scotland) Act 2005, Health & Safety at Work Legislation, Environment Legislation, Equality Legislation, the Data Protection Act, the Freedom of Information (Scotland) Act and Procurement Legislation.	Reputation of Service negatively impacted - adverse public scrutiny - fines and penalties imposed where breaches occur - impact upon operational attainment - loss of morale within the workforce	Board Scrutiny of SFRS activities; Dedicated functional areas that consider the broad range of legislation that SFRS needs to comply with and develop policy accordingly; Effective management arrangements in place to oversee legislative compliance. Legal Services team established.	3	4	12	0	(1) Continue to review operational procedures, practices and guidance in use and establish a number of SOPs and embrace national risk assessments and best practice; (2) Review the discretionary powers available under section 93 of the Civic Government (Scotland) Act 1982; (3) Prepare and implement a records management plan which sets out proper arrangements for the management of SFRS records in compliance with the public records act; (4) Develop and implement a SFRS environmental strategy to ensure environmental legislative responsibilities are met	(1) March 2015 (14/15 works) (2) June 2014 (3) March 2015 (4) September 2014	Alex Clark	January 2015
CR - 6	Strategic Aim 1 - Improved safety of our communities and staff ( Work with partners in developing safer communities and improved outcomes) Strategic Aim 4 - Develop a Culture of Continuous Improvement (Develop an innovative structure that enables us to deliver highly valued and effective services)	24 July 2014	<b>There is a risk to SFRS where it fails to meet performance targets set within both the Strategic Plan and the Annual Operating Plan.</b> The Service has established performance targets against which it will be measured. Ownership of these targets needs to be developed within Directorates, led by senior management, and supported by all staff.	Adverse scrutiny by Scottish Government and regulators - negative perception held of organisation - poor reputation and impact upon levels of staff morale - inability to demonstrate effective levels of service delivery	Approval of Corporate Planning and Performance Management Framework March 2014. Implementation of quarterly performance reporting to Board and SLT	4	3	12	0	(1) Further develop a structure that enables effective management and reporting of performance data (2) Carry out statutory review of strategic plan 2013 - 16 (3) Fully implement a Management Information System that captures all relevant Prevention and Protection activity to enable sharing of and learning from data	(1) March 2015 (2) March 2015 (3) March 2015	Robert Scott	January 2015
CR - 7	Strategic Aim 4 - Develop a culture of continuous improvement (Develop an innovative structure that enables us to deliver highly valued and effective services)	24 July 2014	<b>There is a risk to SFRS if it fails to secure Financial Sustainability.</b> SFRS faces the challenge of reducing spending while protecting and/or enhancing the services it provides. The service needs to set out a clear financial strategy, supported by the leadership team, and effectively communicated within the organisation	Loss of political support - additional levels of internal and external scrutiny impact upon ability to achieve performance targets - negative media coverage and damage to reputation	Budgetary and financial controls in place, with associated frameworks and procedures that includes engagement with the Board, SLT, Committee's and employee representative bodies - Internal and external governance arrangements established - Monthly reporting to Scottish Government and provision of annual accounts	3	4	12	0	(1) Produce audited annual accounts for 2013/14 in line with reporting requirements (2) Develop Resources and Capital budgets for 2014/15 approved by the Board and notified to Scottish Government (3) Complete the Phase 3 elements of the new Finance System Implementation	(1) September 2014 (2) February 2015 (3) March 2015	Sarah O'Donnell	January 2015
CR - 8	Strategic Aim 4 - Develop a culture of continuous improvement (Develop a high performing workforce)	24 July 2014	<b>There is a risk to SFRS where it fails to attract and retain staff with the appropriate skills.</b> The Service needs to support and motivate staff through the transition period developing, and where necessary sourcing externally, the additional skills and capacity required to deliver the needs of the Service. Challenges exist in attracting suitably skilled staff in a range of disciplines and geographical areas. Staff face uncertainty over new roles, pay and grading structures, locations of work and working practises.	Impact upon ability to deliver our service and subsequent loss of reputation - failure to comply with statutory duties and legal responsibilities - impact on our ability to achieve performance targets - impact on our ability to deliver the benefits of reform - loss of employee advocacy and damage to our reputation as an employer of choice.	Communications strategies - consultation, negotiation and scrutiny arrangements (via Board, SLT and Representative Bodies) - POD policies and procedures in support of service transformation - employee and line manager engagement - workforce planning arrangements - performance management arrangements - oversight provided by the Service Transformation Programme - scrutiny through External Audit - internal scrutiny through Committee framework and Internal Audit, which links to the Scottish Government and Ministerial performance reporting ( annual review of public bodies )	4	3	12	0	(1) Support the design and implementation of the SFRS Working Structure. (2) Develop a succession planning model to ensure that the necessary levels of knowledge, skills and experience are maintained across the SFRS. (3) Develop and implement organisational change management plans to support the programme of organisational change. (4) Develop and implement a plan to embed the SFRS Working Together Framework across the SFRS.	(1) April 16. (2) March 15. (3) March 15. (4) December 14	Diane Vincent	January 2015

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CR - 9	Strategic Aim 1: Improved safety of communities and staff. R&R Obj 1: Operational Response	24 July 2014	<b>There is a risk to SFRS where industrial action impacts our ability to deliver an efficient and effective service.</b> Planned industrial action continues to present challenges to the Service. Uncertainty over any future escalation in this action could impact the ability of the Service to achieve its statutory and non-statutory functions.	Impact upon operational effectiveness - poor staff morale and engagement - impact upon provision of statutory duties	Robust contingency arrangements in place with partner agencies to ensure a level of service can be maintained	5	2	10	0	(1) Review agreed memos of understanding with partner agencies to ensure continued availability of support	(1) March 2015	David Goodhew	January 2015
CR - 10	Strategic Aim 1 - Improved Safety of our Communities and staff. (Work with partners in developing safer communities and improved outcomes / Ensure a safe and effective response to incidents) Strategic Aim 4 - Develop a culture of continuous improvement (Deliver a high performing workforce)	24 July 2014	<b>There is a risk to SFRS where it fails to learn lessons from experience, notable practise and innovation.</b> If the Service fails to act as a learning organisation and implement notable practise, it may impact the health, safety and welfare of local communities, employees and the effectiveness of the organisation.	potential impact upon the health, safety and welfare of communities and staff - breach of statutory obligations - adverse media and external scrutiny - fines or penalties imposed upon the organisation	SFRS gathers information on new and emerging risks and responds by amending its approaches, policies and systems of work to ensure statutory compliance. In this way we protect communities, employees and safe guard the Service's reputation. This approach is organised through the Strategic and Annual Operating Plan and is supported by Directorate Strategies, functional frameworks and local plans.	3	3	9	0	The process of gathering information must be strengthened through a formal inter directorate forum in which risk information, notable and bad practice is considered on a regular basis and used to challenge existing practices. Agreed actions must be monitored and supported to ensure lessons are learned and appropriate changes made to policies, procedures and systems of work. (1) Develop a means to report in a timely manner on emerging risk information to help shape National, Regional and local initiatives and interventions (2) Continue to review operational procedures, practices and guidance in use and establish a number of standard operating procedures that embrace national risk assessments and best practice (3) Through engagement and collaborative working, develop and implement a SFRS Continuous Learning Framework	(1) March 2015 (2) March 2015 (3) April 2015	Lewis Ramsay	January 2015
CR - 11	Strategic Aim 1 - Improved safety of our communities and staff ( Work with partners in developing safer communities and improved outcomes) Strategic Aim 3 - Improved outcomes through partnerships ( Make partnership working an integral part of our business)	24 July 2014	<b>There is a risk to SFRS where communication and engagement with partners, at both National and Local Levels, fails to deliver on identified priorities.</b> The Service engages with local communities and partner organisations to agreed priorities, ensuring that both national and local priorities can be effectively managed, appropriately resourced and funded. This planned allocation of resources can however be impacted by additional responsibilities being placed upon the Service without adequate funding being agreed or where local protocols are not agreed and expectations and resource requirements differ between partner organisations.	Failure to strengthen levels of engagement between SFRS and stakeholders - adverse scrutiny of service - failure to deliver best value	Within the Police and Fire Reform (Scotland) Act 2012 duty to involve LA's in determining priorities and objectives of SFRS - Appointment of Local Senior Officers and creation of Local Plans for all 32 LA's - bespoke local engagement and scrutiny arrangements within each LA - regular meetings with Chief Executives and partner agencies by LSO's and Service Delivery Directors - LSO teams embedded within local Community Planning Partnerships - establishment of Local Authority Liaison Officers (LALO's) to ensure effective day to day lines of communication - Development and publishing of Corporate Communications Strategy - Creation of Board Local Stakeholder Engagement Committee - Staff and Stakeholder Community Planning development events	3	3	9		(1) Fully implement a Management Information System that captures all relevant Prevention and Protection activity to enable sharing of and learning from data. (2) Establish information sharing arrangements with community and National partners (3) Refresh the Strategic Business Plan and Action Plan for the Business Engagement Forum, thereby strengthening the links between the SFRS and Scotland's business community (4) Develop and implement a plan to embed the SFRS Working Together Framework across the	(1) March 2015 (2) March 2015 (3) June 2014 (4) May 2014	Dave Boyle	January 2015

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CR - 12	<p><b>Strategic Aim 1</b> - Improved safety of our communities and staff.</p> <p><b>Strategic Aim 2</b> - More equitable access to fire and rescue Services.</p> <p><b>Strategic Aim 4</b> - Develop a culture of continuous improvement.</p>	24 July 2014	<p><b>There is a risk to SFRS where the Transformation programme fails to achieve its stated objectives.</b> A significant Transformation Programme is being undertaken with linked interdependencies and risks. These projects are subject to defined timelines and are being undertaken during a significant period of change which could impact upon staff morale and engagement with the Service. Where a project(s) fails to achieve the expected outcome the reputation of the Service will be under scrutiny.</p>	Failure to deliver service priorities - reduced levels of service integration - failure to achieve organisational improvements - additional levels of internal and external scrutiny - negative reputation retained within communities	The Service Transformation Committee provides oversight and direction on the development and achievement of the SFRS Transformation Programme and Benefits Realisation Plan. A Programme Board, with a SRO, has been established to manage the design, set-up and delivery of the programme, providing assurance reports to the Committee. A Programme Manager leads the overall programme, supported by individual project managers, and provides regular progress reports to the Programme Board. The overall programme is subject to annual internal audit reviews and external audits in the form of a Gateway Review. the Gateway Review assesses likelihood of delivery and provides recommendations to assist progress	2	4	8	0	<p>(1) Fully implement a Management Information System that captures all relevant Prevention and Protection activity to enable sharing of and learning from data.</p> <p>(2) Continue to review operational procedures, practices and guidance in use and establish a number of Standard Operating Procedures that embrace national risk assessments and best practice.</p> <p>(3) Develop and implement an effective recording system for Operational Intelligence and establish an appropriate procedure for the gathering of information.</p> <p>(4) Review operational training and safe working practices to develop and implement standardised training frameworks and associated delivery plans.</p> <p>(5) Develop a strategic approach to National risk reduction</p> <p>(6) Implement the agreed outcomes from the review of all specialist resources across Scotland, in order to ensure more equitable access based on risk.</p> <p>(7) Develop and embed a system of operational assurance across Scotland as an essential element in securing firefighter and public safety.</p> <p>(8) To ensure a robust and resilient Command and Control provision create a Project Plan and Team to specify, tender for and procure a single Command and Control system and complete the first phase of the agreed Control Room rationalisation programme.</p> <p>(9) Co-ordinate and manage the maintenance of a multi-agency asset register to improve coordination of service delivery and deliver the goal of being the champion of specialist rescue for Scotland.</p> <p>(10) Develop and implement a National Resilience Model to ensure a co-ordinated and consistent response to large scale emergencies.</p> <p>(11) In support of the Service Leadership Team, design and implement the SFRS Working Structure.</p> <p>(12) Develop and implement organisational change management plans to support the programme of organisational change.</p> <p>(13) Collaborate with key stakeholders to assist in the transfer of pension administration to the Scottish Public Pensions Agency.</p> <p>(14) Deliver agreed programme of works projects within agreed tolerances in relation to the Strategic Intent Project.</p> <p>(15) Fully implement a single HR/Payroll system that will rationalise payroll provision and will enable better information to support workforce planning and provide more timely and accurate information on our people.</p> <p>(16) Complete the Phase 3 elements of the new Finance System implementation.</p> <p>(17) Develop and implement a SFRS ICT Technical Security Strategy.</p> <p>(18) Deliver all ICT projects, including capital and transformation projects within agreed programme.</p> <p>(19) Further develop a structure that enables effective management and reporting of performance data.</p> <p>(20) Develop and implement a SFRS People and Organisational Development Strategy and supporting programme of works to deliver a planned and systematic approach to increased organisational effectiveness.</p> <p>(21) Complete the harmonisation and develop a consultation framework and forward planning arrangements for key People and Organisational Development policies and procedures.</p> <p>(22) Develop and implement a Pay and Reward Framework which supports the harmonisation of employee terms and conditions of employment.</p> <p>(23) Undertake a culture audit and support the development of Organisation Values Framework.</p> <p>(24) Through engagement and collaborative working, develop and implement a SFRS Continuous Learning Framework.</p> <p>(25) Develop and implement a SFRS Corporate Improvement Strategy that will provide a robust procedure through which the SFRS can continually learn to become more efficient and effective.</p> <p>(26) Research and scope out the development of a Knowledge Management Framework to ensure information is turned into meaningful, accessible and transferable knowledge that can enable effective performance management, accountability and decision making.</p> <p>(27) Develop and implement ICT Software Licence Management policies and procedures.</p> <p>(28) A Transformation budget bid for 2014-15 of 13k for project management training has been approved and will be spent out by the end of 2014.</p>	<p>(1) March 2015</p> <p>(2) March 15 (14/15 programme of work)</p> <p>(3) March 2015</p> <p>(4) December 2014</p> <p>(5) March 2015 (Strategic Assessment)</p> <p>(6) March 15 (14/15 programme of work)</p> <p>(7) January 2015</p> <p>(8) December 2014</p> <p>(9) December 2014</p> <p>(10) March 2015</p> <p>(11) April 2015</p> <p>(12) March 2015</p> <p>(13) April 2015</p> <p>(14) March 2015</p> <p>(15) March 2015</p> <p>(16) March 2015</p> <p>(17) March 2015</p> <p>(18) March 2015</p> <p>(19) March 2015</p> <p>(20) June 2014</p> <p>(21) April 2015</p> <p>(22) April 2015</p> <p>(23) October 2014</p> <p>(24) April 2015</p> <p>(25) November 2014</p> <p>(26) December 2014 (scoping work)</p> <p>(27) March 2015</p> <p>(28) December 2014</p>	Peter Murray	January 2015
CR - 13	<p><b>Strategic Aim 4</b> - Develop a culture of continuous improvement (Develop an innovative structure that enables us to deliver highly valued and effective services).</p>	24 July 2014	<p><b>There is a risk to SFRS where it fails to adopt effective governance arrangements.</b> There is a need to provide effective leadership and governance to ensure the Service is managed effectively, developing a culture of trust and co-operation, during the period of reform and beyond.</p>	Increased risk of fraud against the Service - failure to demonstrate adequate systems of control - increased financial loss - adverse levels of internal and external scrutiny	Board Scrutiny of SFRS activities and policies; Effective Audit and Risk Committee established: Internal and External Audit arrangements in place and providing assurance on activities of the Service; Anti Fraud Initiative in place; Cultural Audit being undertaken. Board support arrangements in place.	2	4	8	0	<p>(1) In support of the Service Leadership Team, design and implement the SFRS working structure.</p> <p>(2) Develop and implement organisational change management plans to support the programme of organisational change.</p> <p>(3) Further develop a structure that enables effective management and reporting of performance data.</p> <p>(4) Develop and implement a SFRS corporate improvement strategy that will provide a robust procedure through which the SFRS can continually learn to become more efficient and effective.</p>	<p>(1) May 2014</p> <p>(2) March 2015</p> <p>(3) March 2015</p> <p>(4) November 2014</p>	Alex Clark	January 2015
CR - 14	<p><b>Strategic Aim 4</b> - Develop a culture of continuous improvement (Develop an innovative structure that enables us to deliver highly valued and effective services)</p>	24 July 2014	<p><b>There is a risk to SFRS where it fails to demonstrate Best Value.</b> The Police and Fire Reform (Scotland) Act 2012 and the Scottish Public Finance Manual detail arrangements to secure best value, demonstrating continuous improvement. The Service must ensure that it makes effective and efficient use of public funds, operating within its budget, whilst maintaining and enhancing service provision.</p>	Loss of political support - additional levels of internal and external scrutiny - inability to ensure financial sustainability - impact upon ability to achieve performance targets - negative media coverage	Budgetary and financial controls in place, with associated frameworks and procedures that include the Board and other representative bodies - Performance management arrangements - operation of a charging policy - oversight provided by the Service Transformation Programme - Scrutiny through Audit Scotland and External Audit - internal scrutiny through Committee framework and Internal Audit, which links to the Scottish Government and Ministerial performance reporting ( annual review of public bodies )	2	4	8	0	<p>(1) Produce audited annual accounts for 2013/14 in line with reporting requirements</p> <p>(2) Develop Resources and Capital budgets for 2014/15 approved by the Board and notified to Scottish Government</p> <p>(3) Develop and implement a SFRS Procurement Strategy in line with legislative requirements and the Scottish Government procurement reform programme</p> <p>(4) Implement a SFRS Asset Management Strategy and a supporting suite of policies and procedures that allows us to understand the condition and suitability of physical assets base, ensure legislative compliance and target investment opportunities to secure public value</p>	<p>(1) September 2014</p> <p>(2) February 2015</p> <p>(3) December 2014</p> <p>(4) March 2015</p>	Sarah O'Donnell	January 2015

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CR - 15	Strategic Aim 4 - Develop a culture of continuous improvement (Develop an innovative structure that enables us to deliver highly valued and effective services)	24 July 2014	<b>There is a risk to SFRS where it fails to identify a permanent Headquarters.</b> The delay in identifying a national headquarters location and the ability to develop an effective supporting infrastructure will impact upon the efficiency and effectiveness of the organisation and the development of a new organisational culture.	Poor perception of organisation by employees - inability to demonstrate effective governance arrangements - impact upon service delivery	National HQ included as part of Strategic Intent - location triangle agreed; Initial high level brief developed and costed; engagement with Scottish Futures Trust to establish if any suitable properties available within the required area: engagement with Councils within the required area.	2	4	8	0	(1) Seek guidance from SG regarding parameters for HQ (2) Board development day scheduled (3) Review high level brief and organisational requirements	(1) Sept 2014 (2) Sept 2014 (3) Nov 2014	Sarah O'Donnell	January 2015

## Corporate Risk Dashboard

Review Date: January 2015

Risk Ref	Risk Description	Current Rating	Previous Rating
CR - 1	There is a risk to SFRS where it fails to maintain and improve the safety of communities and staff.	16	New Risk
CR - 2	There is a risk to SFRS where it fails to standardise and align resources, taking account of national and local factors.	12	New Risk
CR - 3	There is a risk to SFRS where succession planning arrangements are not fully developed.	12	New Risk
CR - 4	There is a risk to SFRS where it fails to harmonise pay and grading structures.	12	New Risk
CR - 5	There is a risk to SFRS where it fails to meet statutory obligations.	12	New Risk
CR - 6	There is a risk to SFRS where it fails to meet performance targets set within both the Strategic Plan and the Annual Operating Plan.	12	New Risk
CR - 7	There is a risk to SFRS if it fails to secure Financial Sustainability.	12	New Risk
CR - 8	There is a risk to SFRS where it fails to attract and retain staff with the appropriate skills.	12	New Risk

Risk Ref	Risk Description	Current Rating	Previous Rating
CR - 9	There is a risk to SFRS where industrial action impacts our ability to deliver an efficient and effective service.	10	New Risk
CR - 10	There is a risk to SFRS where it fails to learn lessons from experience, notable practise and innovation.	9	New Risk
CR - 11	There is a risk to SFRS where communication and engagement with partners, at both National and Local Levels, fails to deliver on identified priorities.	9	New Risk
CR - 12	There is a risk to SFRS where the Transformation programme fails to achieve its stated objectives.	8	New Risk
CR - 13	There is a risk to SFRS where it fails to adopt effective governance arrangements.	8	New Risk
CR - 14	There is a risk to SFRS where it fails to demonstrate Best Value.	8	New Risk
CR - 15	There is a risk to SFRS where it fails to identify a permanent Headquarters.	8	New Risk