

## Scenario Risk Assessment

Scenario 1	Remain independent and increase collaboration with Wiltshire Council and Swindon Borough Council					
Risk Category	Risk	Effect	Mitigation	Likelihood	Impact	Risk Level
Service Delivery	Cuts to frontline fire stations and resulting reduction in the number of firefighters.	Reduced levels of availability of operational staff, will lead to an increase in response times and an overall delay in emergency response to all incident types.	Increase the Services response times to reflect necessary reductions in Service delivery to ensure a balanced budget is delivered. Increase public awareness on the importance of incident prevention. Focus on the delivery of statutory duties.	Very High	High	
	Cuts to prevention and protection activities.	Potential increase in incident numbers and severity resulting in a negative impact on the safety of our communities.	Reduce activities on a risk assessed basis to match revised capacity. Focus on the delivery of statutory duties.	High	High	
	Increased response times resulting from down-grading or closing fire stations.	Delays in attendance times have the potential to increase the size and seriousness of incidents, therefore increasing the risk of serious injuries and/or fatalities.	Targeted prevention and protection initiatives undertaken on a risk assessed basis to maximise the impact of limited resources.	High	Very High	
	Reduced partnership working resulting from less firefighters, staff and resources.	Decrease in prevention activity will impact on the safety of our communities, which could result in an increase in incident numbers, their size and seriousness and the risk of injuries and fatalities.	Targeted prevention and protection initiatives undertaken on a risk assessed basis to maximise the impact of limited resources.	High	High	
	Operational resilience would be significantly reduced as firefighter numbers and associated operational resources and capability reduce.	Insufficient capacity will potentially delay critical functions, including response to incidents with the potential of the Service failing to meet public expectations. Insufficient capacity to deal with spate conditions may occur, resulting in an increased need for mutual aid and additional Service costs. An increased probability that the requirements	Service to review incidents attended and activities completed on a risk assessed basis to reflect reduced capacity in all areas. Focus on the delivery of statutory duties.	High	Very High	

		within the Fire & Rescue Services Act 2004 and the Civil Contingencies Act 2004 will be at risk.				
	Organisational resilience in corporate areas would be significantly reduced as specialist staff are lost.	Key Service activities would potentially cease or be significantly delayed due to reduced corporate capacity. Lack of experience could cause potential errors, impacting on decision making and efficiencies and effectiveness.	Review options of shared services with the Councils. Risks assess redundancies and review voluntary redundancies on a case by case basis.	High	High	
	Greater reliance upon on-call firefighters further exacerbating current recruitment and retention issues due to inability to provide an appropriate work/life balance.	Increase activity and costs associated with recruitment, training and retention of new on-call firefighter recruits. Short to medium term reduction in firefighter competency and experience throughout the Service. Increase in financial costs against existing RDS cost profile.	Review requirements of an on-call firefighter and where these may be required. Introduction of new contracts and ways of working to promote recruitment and retention.	Very High	High	
Governance and Legal	Existing governance arrangements would prevail.	Fire Service governance arrangements would continue to have to be supported by reduced strategic capacity.	CFA will continue as present, supported by service level agreements with councils and oversight boards. Prioritisation of capacity undertaken on a risk assessed basis.	Medium	Low	
	Future cuts to local government and police may have an impact on joint delivery arrangements and future programmes requiring greater political influence from CFA.	Further cuts to the Service, potentially resulting in an increased reduction in operational response with further cutbacks and additional redundancies.	Prioritisation of Service Delivery activities on a risk assessed basis taking account of reduced capacity.	Medium	High	
	Formal Service level agreements and monitoring arrangements would be required to oversee joint delivery arrangements with local authorities and the police.	The absence of a formal service level agreement could impact on the expectation of the joint working arrangements not being met by all parties.	A joint agreement should be finalised to ensure that all expectations are met and to meet legal requirements as a stand-alone CFA.	Medium	Medium	
	Potential for decline in support services, particularly during transition due to the peculiarities of the Fire Service (i.e. differing schemes of condition of service)	Reduction in the level of efficiencies and the timeliness of any savings	Close monitoring of issue and liaison at an early stage with potential service providers	Medium	Medium	
	TUPE and loss of staff	Loss of key staff and corporate capacity	Liaison with representative bodies	Medium	Medium	

<b>Reputation</b>	Adverse public reaction to cuts in service delivery.	Negative public reaction is likely where visible cuts are made, i.e. closure of fire stations with the associated potential increase in serious injuries and fatalities. This will impact on the Services reputation and prompt further political and representative body interest. Potential negative media interest resulting in adverse publicity.	Need for public consultation to be undertaken for changes to fire station and operational resource disposition. Development of a strategic media strategy.	High	High	
	Adverse reaction from partners as attendance and commitments to joint work is reduced due to limited organisational capacity.	Negative response from partners will impact on relationships and the Services reputation.	Ensure direct communication links with partners and prioritise reduced capacity on a risk assessed basis.	High	High	
	Worsening industrial relations as fire stations become adversely impacted and staff redundancies initiated.	Potential for industrial unrest and strike action.	Maintain dialogue with Represented bodies and ensure effective member engagement and role in decision making against IRMP and budget requirements.	Very High	Very High	
<b>Transitional</b>	Loss of transformation grant from DCLG	Any transformation would need to be supported from existing funds	Prioritise allocation of reserves to maximise transitional benefits.	High	Very High	
	Poor staff morale due to downgrading of service delivery and staff redundancies.	Reduction in productivity and performance. Increase in short and long term sickness. Increase in performance management issues, grievances and complaints.	Communication strategy for staff. Review of support mechanisms such as occupational health, Human Resources, and develop a taskforce for redeployment support.	High	High	
	Loss of key skills and expertise as specialist staff leave to secure improved employment prospects.	Inability to delivery key Services; impacting on both day to day business and the collaborative work programme. The loss of key personnel will impact on decision making and the efficiencies of the Service.	Review options of shared services with the Councils. Incentivise key personnel to retain their employment. Risks assess redundancies and review voluntary redundancies on a case by case basis.	High	High	
	Technical change associated with back-office integration could be complex as fire, councils and police have different systems, policies and operating models.	Technical issues unknown and could impact on timescale for delivery with the additional possibility of additional unbudgeted costs impacting on the predicted financial savings. Outsourcing could be more complex than envisaged due to the limited amount of work that has been undertaken to develop detailed output specifications	ICT and support service systems review and creation of detailed output specifications that would need to be subject to market forces.	High	High	

Scenario 2: Remain independent and increase collaboration with Dorset Fire Authority while also collaborating with Wiltshire Council and Swindon Borough Council						
Risk Category	Risk	Effect	Mitigation	Likelihood	Impact	Risk Level
Service Delivery	Cuts to frontline fire stations and resulting reduction in the number of loss of firefighters.	Reduced levels of availability of operational staff, will lead to an increase in response times and an overall delay in emergency response to all incident types.	Increase the Services target for response times to reflect necessary reductions in Service delivery to ensure a balanced budget is delivered in line with cuts. Increase public awareness on the importance of incident prevention. Focus on the delivery of Retreat to statutory duties.	Very High	High	
	Cuts to prevention and protection activities.	Potential increase in incident numbers and severity resulting in a negative impact on the safety of our communities.	Reduce activities on a risk assessed basis to match revised capacity. Focus on the delivery Retreat to statutory duties.	High	High	
	Increased response times resulting from down-grading or closing fire stations.	Delays in attendance times have the potential to increase the size and seriousness of the incidents, therefore increasing the risk of serious injuries and/or fatalities.	Targeted prevention and protection initiatives undertaken on a risk assessed basis to maximise the impact of using limited resources.	High	Very High	
	Reduced partnership working resulting from less firefighters, staff and resources.	Decrease in prevention activity will impact on the safety of our communities, which could result in an increase in incident numbers, their size and seriousness incidents and the risk of injuries and fatalities.	Targeted prevention and protection initiatives undertaken on a risk assessed basis to maximise the impact of using limited resources. Collaborative work with Dorset FRS and their partners undertaken on a risk versus benefit basis.	High	High	
	Operational resilience would be significantly reduced as firefighter numbers and associated operational resources and capability reduce.	Insufficient capacity will potentially delay critical functions, including response to incidents with the potential of the Service failing to meet public expectations. Insufficient Deficient capacity to deal with spate conditions may occur, resulting in an increased need for mutual aid, and occurring additional Service costs.	Service to review incidents attended and activities completed on a risk assessed basis to reflect reduced capacity in all areas. Focus on delivery of statutory duties. Some back office functions may	High	Very High	

		An increased probability that the requirements within the Fire & Rescue Services Act 2004 and the Civil Contingencies Act 2004 will be at risk.	be shared with Dorset FRS, but these opportunities are likely to be very limited as DFRS would need to seek the best solution for their business needs.			
	Organisational resilience in corporate areas would be significantly reduced as specialist staff are lost.	Key Service activities would potentially cease or be significantly delayed due to reduced corporate capacity. Lack of experience could cause potential errors, impacting on decision making and efficiencies and effectiveness.	Review options of shared services with the Councils and/or Dorset FRS. There would be very limited opportunities for DFRS to consider shared services with WFRS to improve organisational resilience due to their need to deliver best value through market forces. Risks assess redundancies and review voluntary redundancies on a case by case basis.	High	High	
	Greater reliance upon on-call firefighters further exacerbating current recruitment and retention issues due to inability to provide an appropriate work/life balance. .	Increase activity and costs associated with recruitment, training and retention of new on-call firefighter recruits. Short to medium term reduction in firefighter competency and experience throughout the Service. Increase in financial costs against existing RDS cost profile.	Review requirements of an on-call firefighter and where these may be required. Introduction of new contracts and ways of working to promote recruitment and retention.	Very High	High	
Governance and Legal	Existing governance arrangements would prevail.	Fire Service governance arrangements would continue to have to be supported by reduced strategic capacity.	CFA will continue as present, supported by service level agreements with Legal agreement with Dorset FRS. Prioritisation of capacity undertaken on a risk assessed basis. There would be very limited opportunities for Wiltshire FRS to consider sharing resources due to complex legal arrangements and the need of each Authority to maintain independent corporate functionality and decision making	Medium	Low	
	Future cuts to local government and police may have an impact on joint delivery	Further cuts to the Service, potentially resulting in an increased reduction in	Prioritisation of Service Delivery activities on a risk assessed	Medium	High	

	arrangements and future programmes requiring greater political influence from CFA.	operational response with further cutbacks and additional redundancies.	basis taking account of reduced capacity.			
	Formal Service level agreements and monitoring arrangements would be required to oversee joint delivery arrangements with local authorities, the police and/or Dorset FRS.	The absence of a formal service level agreement could impact on the expectation of the joint working arrangements not being met by all parties.	A joint agreement should be finalised to ensure that all expectations are met and to meet legal requirements as a standalone CFA. There would be very limited opportunities for Dorset FRS to consider sharing resources due to complex legal arrangements and the need of each Authority to maintain independent corporate functionality and decision making.	<b>Medium</b>	<b>Medium</b>	
	TUPE and loss of staff	Loss of key staff and corporate capacity	Liaison with representative bodies	<b>Medium</b>	<b>Medium</b>	
<b>Reputation</b>	Adverse public reaction to cuts in service delivery.	Negative public reaction is likely where visible cuts are made, i.e. closure of fire stations with the associated potential, increase in in serious injuries and fatalities or deaths. This will impact on the Services reputation and prompt further political and representative body interest. Potential negative media interest resulting in adverse publicity.	Need for Consider additional public consultation to be undertaken for changes to fire station and operational resource disposition. Development of a strategic media strategy.	<b>High</b>	<b>High</b>	
	Adverse reaction from partners as attendance and commitments to joint work is reduced due to limited organisational capacity.	Negative response from partners will impact on relationships and the Services reputation.	Ensure direct communication links with partners and prioritise reduced capacity on a risk assessed basis. Investigate the limited options within the collaborative work with Dorset FRS and wider partnerships.	<b>High</b>	<b>High</b>	
	Worsening industrial relations as fire stations become adversely impacted and staff redundancies initiated.	Potential for industrial unrest and strike action.	Maintain dialogue with Represented bodies and ensure effective member engagement and role in decision making against IRMP and budget requirements.	<b>Very High</b>	<b>Very High</b>	

<b>Transitional</b>	Loss of transformation grant from DCLG	Any transformation would need to be supported from existing funds	Prioritise allocation of reserves to maximise transitional benefits.	<b>High</b>	<b>Very High</b>	
	Poor staff morale due to downgrading of service delivery and staff redundancies.	Reduction in productivity and performance. Increase in short and long term sickness. Increase in performance management issues, grievances and complaints.	Communication strategy for staff. Review of support mechanisms such as occupational health, Human Resources, and develop a taskforce for redeployment support.	<b>High</b>	<b>High</b>	
	Loss of key skills and expertise as specialist staff leave to secure improved employment prospects.	Inability to delivery key Services; impacting on both day to day business and the collaborative work programme. The loss of key personnel will impact on decision making and the efficiencies of the Service.	Review options of shared services with Dorset FRS and the Councils. Incentivise key personnel to retain their employment. Risks assess redundancies and review voluntary redundancies on a case by case basis.	<b>Medium</b>	<b>Medium</b>	
	Technical change associated with back-office integration could be complex as fire, councils and police have different systems, policies and operating models.	Technical issues unknown and could impact on timescale for delivery with the additional possibility of additional unbudgeted costs impacting on the predicted financial savings. Outsourcing could be more complex, than envisaged due to the limited amount of work that has been undertaken to develop detailed output specifications	ICT and support service systems review and creation of detailed output specifications that would need to be subject to market forces.	<b>Medium</b>	<b>Medium</b>	

<b>Scenario 3</b>	<b>Merge with Dorset Fire Authority to create a single combined Fire Authority while also collaborating with Wiltshire Council and Swindon Borough Council</b>					
<b>Risk Category</b>	<b>Risk</b>	<b>Effect</b>	<b>Mitigation</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Risk Level</b>
<b>Service Delivery</b>	Cuts to frontline fire stations and resulting reduction in the number of loss of firefighters.	Reduced levels of availability of operational staff, will lead to an increase in response times and an overall delay in emergency response to all incident types.	Creating a new Combined Fire Authority will allow savings to be initially realised in areas that do not directly impact on the number of fire stations. . There will be a need to agree common response standards which will be monitored through scrutiny	<b>Medium</b>	<b>Low</b>	

			arrangements to ensure standards are maintained or improved. Additional consideration will be given to reviewing wholetime duty systems to maximise capacity and reduce costs through succession planning.			
	Cuts to prevention and protection activities.	Potential increase in incident numbers and severity resulting in a negative impact on the safety of our communities.	The business case that has been developed for the creation of a new Combined Fire Authority ensures that there is sufficient capacity to within prevention and protection teams to allow activities to be increased. This includes delivering more home fire safety checks (from approximately 15,000 to 28,000 per year) and an increase in fire safety inspection hours (from 19,000 to 21,000).	Low	Medium	
	Increased response times resulting from down-grading or closing fire stations	Delays in attendance times have the potential to increase the size and seriousness of the incidents, therefore increasing the risk of serious injuries and/or fatalities.	Creating a new Combined Fire Authority will allow savings to be initially realised in areas that do not directly impact on the number of fire stations. There will be a need to agree common response standards which will be monitored through scrutiny arrangements to ensure standards are maintained or improved. Additional consideration will be given to reviewing wholetime duty systems to maximise capacity and reduce costs through succession planning.	Low	Medium	
	Reduced partnership working resulting from less firefighters, staff and resources.	Decrease in prevention activity will impact on the safety of our communities, which could result in an increase in incident numbers, their size and seriousness of	Creating a new Combined Fire Authority will allow savings to be initially realised in areas that do not directly impact on the	Medium	High	



		incidents and the risk of injuries and fatalities.	number of fire stations or operational firefighters. Prioritisation has also been given within the business case to ensure structures within the new Service are able to support an expansion of prevention and protection initiatives, this also includes partnership working at all levels. There may be a negative impact on prevention and protection during transition			
	Operational resilience would be significantly reduced as firefighter numbers and associated operational resources and capability reduce	Insufficient capacity will potentially delay critical functions, including response to incidents with the potential of the Service failing to meet public expectations. Insufficient capacity to deal with spate conditions may occur, resulting in an increased need for mutual aid, and occurring additional Service costs. An increased probability that the requirements within the Fire & Rescue Services Act 2004 and the Civil Contingencies Act 2004 will be at risk.	The creation of a new Combined Fire Authority will enable a new Integrated Risk Management Plan to be developed that maximises operational capacity and capability so that all elements associated with the Fire and Rescue Services Act 2004 and the Civil Contingencies Act 2004 can be met. In addition a risk assessment against all of the statutory responsibilities the new CFA would have to discharge has been undertaken and this forms part of the business case.	<b>Medium</b>	<b>Medium</b>	
	Organisational resilience in corporate areas would be significantly reduced as specialist staff are lost.	Key Service activities would potentially cease or be significantly delayed due to reduced corporate capacity. Lack of experience could cause potential errors, impacting on decision making and efficiencies and effectiveness	The new Combined Fire Authority would be able to maximise capacity in corporate areas while making significant savings and improving the respective Services current position with regard to single points of failure.	<b>Medium</b>	<b>Medium</b>	
	Greater reliance upon on-call firefighters further exacerbating current recruitment and retention issues due to inability to provide an appropriate work/life balance.	Increase activity and costs associated with recruitment, training and retention of new on-call firefighter recruits. Short to medium term reduction in firefighter competency and experience throughout the Service. Increase in financial	Creating a new Combined Fire Authority will allow savings to be initially realised in areas that do not directly impact on the number of fire stations. There will be a need to agree common	<b>Low</b>	<b>Medium</b>	

		costs against existing RDS cost profile.	response standards which will be monitored through scrutiny arrangements to ensure standards are maintained or improved. Additional consideration will be given to reviewing wholtime duty systems to maximise capacity and reduce costs through succession planning. A review of on-call arrangements would also be undertaken when resources were available to ensure the new CFA was maximising recruitment and retention issues for on-call staff.			
Governance and Legal	Disruption to existing governance arrangements.	Fire Service governance arrangements would continue to have to be supported by reduced strategic capacity.	Existing governance arrangements for the two Fire Authorities would continue while shadow arrangements for the new Combined Fire Authority were developed and implemented.	Medium	Medium	
	Political uncertainty associated with the general election.	Could lessen the confidence in approving the Combination Order and Alternative Notional Amount	Continued dialogue with the Fire Minister and DCLG representatives provides an indication that appropriate progress can be made within suggested timescales to enable the new Combined Fire Authority to be in place by 1 April 2016.	Medium	Medium	
	Future cuts to local government and police may have an impact on joint delivery arrangements and future programmes requiring greater political influence from CFA.	Further cuts to the Service, potentially resulting in an increased reduction in operational response with further cutbacks and additional redundancies.	The new Combined Fire Authority would be more resilient to future budgetary pressures as there would be more scope to maximise efficiencies and influence the strategic direction of public services. A fire/fire	Medium	High	

			combination will also ensure that key services aligned to statutory requirements and future resilience is able to be secured for the communities of Dorset and Wiltshire.			
	Formal Service level agreements and monitoring arrangements would be required to oversee joint delivery arrangements with local authorities and the police.	The absence of a formal service level agreement could impact on the expectation of the joint working arrangements not being met by all parties.	An application for a 'Combination order' has to be made through parliament, this would result in the creation of a new legal entity and this would mitigate this risk. Any Service Level Agreements (SLA) that the new Authority entered into would be subject to formal risk assessment and legal advice.	Low	Medium	
	New governance arrangements would be required with appropriate shadow executive arrangements	Failure to address could lead to legal non-compliance and poor transition to the new Authority	Legal advice Following DCLG non statutory guidance Liaison with Fire Minister and DCLG officials	Low	Medium	
	Approved new structure will need to be developed	Failure to realise financial savings and provide executive leadership	Ensure effective transitional arrangements are in place	Low	Medium	
Reputation	Negative reputational impact during transition to the New Combined Fire Authority	Potential negative media interest resulting in adverse publicity and tensions with partners leading to potentially reduced public confidence.	Creating a new Combined Fire Authority will allow savings to be initially realised in areas that do not directly impact on the number of fire stations or fire engines. A comprehensive change programme will be developed if the combination is agreed. This will include focus on key deliverables, timescales and resources and be aligned to an effective communication strategy.	Low	Medium	

Transitional	Poor staff morale due to downgrading of service delivery and staff redundancies.	Reduction in productivity and performance. Increase in short and long term sickness. Increase in performance management issues, grievances and complaints.	Communication structure for staff. Review of support mechanisms, including occupational health, Human Resources and the development of, taskforce redeployment support.	Medium	High	
	Loss of key skills and expertise as specialist staff leave to secure improved employment prospects.	Inability to delivery key Services; impacting on both day to day business and the collaborative work programme. The loss of key personnel will impact on decision making and the efficiencies of the Service.	Risks assess redundancies and review voluntary redundancies on a case by case basis. Flexible and peripatetic working arrangements could be considered.	Medium	Medium	
	Technical change associated with back-office integration could be complex.	Technical issues unknown and could impact on timescale for delivery with the additional possibility of additional unbudgeted costs impacting on the predicted financial savings.. Outsourcing could more complex than envisaged due to the limited amount of work that has been undertaken to develop detailed output specifications	ICT review complete. A prioritised tapered approach to integrating systems will be developed, as two systems working side by side is manageable in the short term in some areas. In other areas decisions on technical solutions and platform choices will need to be confirmed through shadow governance arrangements during 2015. The technical changes will be supported by government transformational funding. Central programme team ICT specialist to be considered as part of the change programme.	Medium	Medium	

**Impact**

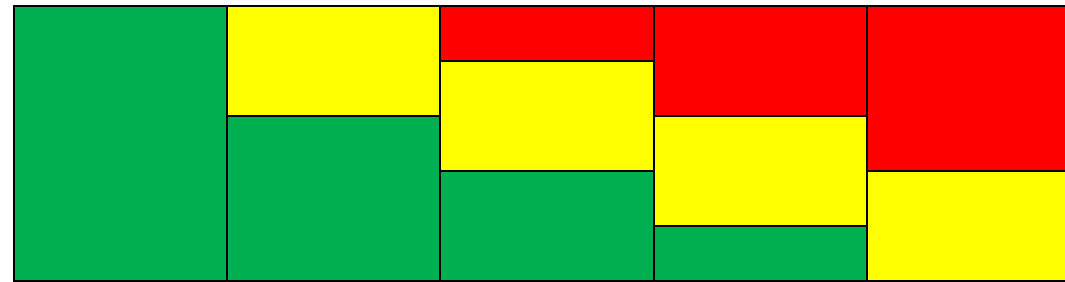
Very High

High

Medium

Low

Very Low



Very Low

Low

Medium

High

Very High

**Likelihood**