

ORGANISATIONAL CAPACITY FAILURE

HSE/02/041

RISK	PROBABILITY of RISK	INCREASING or DECREASING?	EFFECT/ CONSEQUENCE OF RISK	CONTROL MEASURES IN PLACE
6. Poor leadership	High	steady	Strategies not implemented Change programme fails Poor morale	New Board appointments in place SCS Awaydays address behavioural issues Training Change programme project management Response to staff surveys SASD project to investigate staff perception
7. Inability to respond quickly	High	steady	Problems unresolved get worse Fail to grasp opportunities Ignored by stakeholder	Input to civil contingencies review Review of procedures following move to new sponsor department Assesment of need for 24 hour cover Change programme to produce more flexible organisation Response to staff surveys Production of influencing strategies
8. lack of creativity, innovation	Medium	steady	New ideas not developed, pursued	Behavioural changes identified in change programme Less hierarchical approach to problems
9. Information Mismanagement. Statistics - absence of key statistics relating to fulfilment of business needs; - ICC - Insufficient /inadequate evaluation	M M L	decreasing steady decreasing	Poor use of resources; Loss of reputation (Medium) As above (Medium) As above (Medium)	Stats programme Intelligence hub Stats review Scoping of new OG Operational system Contract management and data validation 'in-house' Evaluation Committee

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<p>Knowledge Management</p> <ul style="list-style-type: none"> - inability to retrieve key data - not making the best use of the resource that is available - reaching wrong conclusions or inability to reach right ones - tunnel vision (not using other people's intelligence) - inability to turn information and data into intelligence <p>Information confusion</p> <ul style="list-style-type: none"> - 	<p>M to L</p> <p>M to L</p> <p>L to M</p> <p>M</p> <p>M to H</p> <p>M</p>	<p>steady</p> <p>decreasing</p> <p>steady</p> <p>steady</p> <p>decreasing</p> <p>steady</p>	<p>Slow on our feet; Lack of consistency; Lost opportunities. Waste, duplication</p> <p>Loss of reputation, waste</p> <p>All the above <i>(All Medium or low)</i></p> <p>inappropriate strategy and policy <i>(medium)</i></p> <p>As above <i>(low)</i></p>	<p>EPM</p> <p>Change programme</p> <p>Professional management</p> <p>Change programme Management</p> <p>Intelligence hub/strategy capability</p> <p>Programme approach REFIT Management</p>
<p>10. Initiative Overload</p>	<p>High</p>	<p>increasing</p>	<p>Important projects not completed Initiative fatigue Unclear problems</p>	<p>Priorities set by change programme Improved co-ordination Response to staff surveys</p>
<p>11. Sudden, unexpected loss of key facilities (failure of key components; fire, flood, natural disaster; attack</p>	<p>L</p>	<p>increasing</p>	<p>Fixed line telephones/faxes do not work. IT does not work. Scientific facilities do not work. Buildings cannot be used or may</p>	<p><u>What control measures are in place?</u></p> <p>Duplication/back-up/loan arrangements. Security, fire and IT security arrangements. Disaster recovery plan for HQ sites.</p> <p><u>What mechanisms provide assurance that they are operative effectively?</u></p>

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			<p>have been destroyed. Key HSE personnel may be dead or injured. Consequence is HSE's ability to perform its urgent functions effectively may be impaired. <i>(High)</i></p>	<p>Planned testing e.g. of fire alarms and evacuation, demolition of St John's House. Unplanned testing and evaluation of response, e.g. key component failure, suspect parcel containing anthrax at Bootle central dispatch.</p> <p><u>Do any new measures need to be added?</u></p> <p>Likely. To be specified in light of as review of this risk now starting and "civil contingencies" project.</p> <p><u>If new measures are to be added when will they be in place?</u></p> <p>To be determined in the light of the review above.</p>
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