Hampshire & Isle of Wight FIRE & RESCUE AUTHORITY

HIWFRA Standards and Governance Committee

Purpose: Noted

Date: **9 April 2024**

Title: **ORGANISATIONAL RISK REGISTER UPDATE**

Report of Chief Fire Officer

SUMMARY

1.   This paper updates the Standards and Governance Committee on the status of our Organisational Risk Register in line with the Service's Risk Management Procedure.

2.   Since the last Committee, we have extensively revised our organisational risk register. We now have 6 organisational risks.

3.   The Committee is asked to note the changes made to the Organisational Risk Register since its last meeting.

RECOMMENDATION

4.   That the risks identified and captured in the Service's Organisational Risk Register be noted by the Standards and Governance Committee.

BACKGROUND

5.   The Organisational Risk Register forms part of the Service's approach to managing risk. The register enables effective management of the Service's strategic risks: risks that may affect the Service's ability to meet the Fire Authority's priorities in its Safety Plan.

6. The Executive Group is responsible for risk management across the Organisation. It manages risk by:

    • ensuring the practice of effective risk management is fully embedded through the organisation

    • routinely scrutinising the Organisational Risk Register

    • identifying potential opportunities for service improvement

    • collectively deciding what risks are logged on the Organisational Risk Register, either through escalation from directorate risk registers or new risks, setting the risk score for each

7. Beneath the Organisational Risk Register, each directorate and team have their own risk registers which enable risks to be managed and mitigated at the most appropriate level. Organisational risks are risks most likely to impact progress against the Fire Authority's Safety Plan.

8. Recently, a new monthly planning board has been created involving the Service's strategic leadership. Organisational risks will be discussed at every meeting to ensure existing ones are being appropriately mitigated and new ones identified.

9. Our current organisational risks with their inherent and residual scoring and high-level descriptor is provided at Appendix A. Changes since the last Committee are:

New risks

10. Two new risks have been added to the register. These are:

    ORG0044: Societal changes making it harder for the Service to recruit and retain a sufficient number of On Call firefighters to meet our current operational plan.

    ORG0045: Challenges to medium-term planning due to short-term financial settlements, political uncertainty and forecasted shortfall in 2025/26 budget.

De-escalated/Closed risks

11. In discussion with directors, the Strategic Planning team has closed a number of risks since the last Committee. These are:

    ORG0016 *(a reduction in central government funding with insufficient time to plan for a reduction in spend)* has been closed as it is a historic risk which

is now appropriately mitigated. Work is underway to plan for future budget reductions which is reflected in a new risk on the risk register.

ORG0038 *(pay and price inflation lead to overspends on the capital and revenue budgets that cannot be managed within the available resources of the Service)* has been closed as mitigations are now in place to protect the Service against these rising costs and decisions have been made not to carry out certain activity that would be prohibitively costly.

ORG0034 *(Failure to respond to the impacts of the McCloud pension remedy)* has been de-escalated to the Finance Directorate's Risk Register as this is now an administrative task to administer the remedy.

ORG0037 *(Rise of the cost of living increasing the costs of goods and services)* removed as while cost of living continues to have an impact, it has not caused the fire-related consequences we were first fearing.

ORG0031 *(Reduced wellbeing and resilience within workforce)* has been de-escalated to the People and Organisational Directorate's risk register as impacts across the Service are manageable rather than prohibitive.

ORG0018 (The access to, and quality of, information available to the Service may adversely impact our ability to use data to support effective decision making) has been de-escalated to the Corporate Services Risk Register as most of the data issues have been overcome and continued improvements is now considered business as usual.

SUPPORTING OUR SAFETY PLAN AND PRIORITIES

12. In supporting our risk management framework, the Organisational Risk Register ensures that we identify and mitigate concerns which could prevent achieving the Fire Authority's Safety Plan priorities. The risk register continues to assist in mitigating these risks to ensure these priorities can be met.

CONSULTATION

13. The Organisational Risk Register is a Service-wide means of capturing what could prevent the Service meeting the priorities in the Fire Authority's Safety Plan. The success of the register relies on the contribution from all. Through the Service's new monthly planning board as well as regular Executive Group discussion, as well as engagement between the Service's Risk Team and each directorate board, opportunities exist for all of the Service to contribute to the register.

COLLABORATION

14. For risks to be considered organisational, their mitigations will most likely have a cross-Service element with support needed from most teams. The Service's Risk Team uses a risk management tool (JCAD) to ensure owners are identified and progress tracked.

RESOURCE IMPLICATIONS

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

IMPACT ASSESSMENTS

16. No impact assessment has been carried out as part of this work. Specific risks and mitigations may require a separate impact assessment in line with the Service's assessment framework. This will be the responsibility of the specific team who owns that risk/mitigation.

LEGAL IMPLICATIONS

17. An organisational risk register will enable organisations to identify and mitigate risks and issues which may impact them either fulfilling their statutory duties or meeting some other priority. The Service's organisational risks include statutory duties including under the Fire and Rescue Services Act 2004 and Health and Safety at Work etc Act 1974. The Organisational Risk Register, as part of our Risk Management Framework, will ensure we are aware and can remedy wherever possible these risks to ensure compliance with all duties.

OPTIONS

18. The Standards and Governance Committee is asked to note the update. It is asked to consider whether any other risks ought to be added to the register and that existing risks are being well managed.

RISK ANALYSIS

19. The risk management framework provides a consistent and robust approach to the identification, analysis and treatment of internal and external risks. This, in turn, ensures that major threats and opportunities are considered and managed appropriately, with adequate control measures implemented.

EVALUATION

20. The Organisational Risk Register provides the appropriate prioritisation of risk management, and ensure risks are professionally managed and governance of plans and activities undertaken. The day-to-day management of those risks through the Executive Group, and accountability through Service and directorate plans, ensures a risk management culture that will be overseen and scrutinised by the Chief Fire Officer and directors. Overall scrutiny will be provided by the Standards and Governance Committee under delegated authority from the Fire Authority.

CONCLUSION

21. Our risk management framework supports the identification of external and internal risks through the Hampshire and Isle of Wight Fire and Rescue Service Safety Plan, therefore ensuring a pro-active risk management culture. This report supports that continual monitoring and application of that framework, in doing so enabling the Service to mitigate risks and issues which may impact delivering the Fire Authority's priorities.

APPENDICES ATTACHED

22. Appendix A: Organisational Risk Register

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APPENDIX A: ORGANISATIONAL RISK REGISTER

Reference	Risk	Inherent Score (Current risk score)	Residual Score (Risk score after mitigations)	Commentary
ORG0015	Successful attack on our ICT infrastructure, impacting the access and functionality of our ICT network.	16	12	The risk of a cyber-attack still remains high despite the Service taking a number of steps to protect systems and networks. This will remain business and usual while threat remains.
ORG0017	Organisational impact as a result of an employee or past employee suffering ill-health effects due to fire contaminants	16	12	Considerable work has been done with further planned to better equip the Service to deal with contaminants. Future strategy coming to October's Fire Authority for consideration. Risk has been split since last review to cover impact on the organisation and impact on the Service (ORG0042).
ORG0024	Organisational impact as a result of the death of an employee in the course of their duties.	10	5	Very nature of this risk necessitates maintaining this risk on the ORR. Considerable work underway to keep our firefighters as safe as possible including alignment to current approved code of practice (National Operational Guidance). This risk relates to the aftermath and consequences for the Service following a death.

ORG0041	Potential damage to our Service's reputation based on significant concerns across the fire sector about poor culture and behaviours that are discriminatory.	12	6	Fire Service culture continues to be in news, including at launch of NFCC's Cultural Action Plan in July. EG has approved funding from transformation reserve to drive cultural work and update given to July's Fire Authority. No obvious damage to Service's standing seen.
ORG0044	NEW Societal changes making it harder for the Service to recruit and retain sufficient numbers on On Call firefighters to meet operational need	12	6	Changes in society are making it harder for fire services nationally to recruit and retain On Call firefighters with fewer individuals of required fitness and competency working and living within proximity of a fire station. Like other services, we are exploring a range of options to overcome challenges. As part of our next Safety Plan, we are also carrying out a thorough assessment of community risk which will contribute to determining where our resources are best placed to meet them.
ORG0045	NEW Challenges to medium-term planning due to short-term financial settlements, political uncertainty and forecast shortfall in 2025/26 budget	12	4	Medium term planning made more difficult through continued one-year - rather than multi-year - financial settlements, as well as political uncertainty with upcoming elections. From what we know, a shortfall of £4m in the 2025/26 budget is forecast. Steps are being taken to identify and realise required savings.