HIWFRA Standards and Governance Committee

Purpose: Noted

Date: 27 September 2023

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 our Risk Management Procedure.

2.   We now have ten organisational risks on the Organisational Risk Register. Changes since the last Committee include:

New risks

One new risk has been added: the potential damage to the Service's reputation as a result of recent public reporting on concerns with culture across the sector (ORG0041).

De-escalated

One risk has been de-escalated off the Organisational Risk Register covering insufficient resources to provide critical services (ORG0027). This was a COVID legacy and most recently related to a consequence of possible industrial action but is now being managed through routine business continuity plans.

Revised scoring

The likelihood score of the risk (ORG0037) relating to the rising cost of living has been downgraded as the risk failing to materialise as first feared.

3. The Risk Team is working with directorates to embed the Service's revised Risk Management Procedure. We are in the process of upgrading our risk management programme (due this autumn) which will allow us to add a risk tolerance level to every risk to define and record the amount of risk we are prepared to accept after all relevant mitigations have been put in place. Furthermore, following a recent review by Institute of Directors into how Executive Group operates, risk will now be discussed at a bi-monthly strategic forum, thereby ensuring greater discussion and risk management.

BACKGROUND

4. The Organisational Risk Register is part of the Service's Risk Management Procedure and the Fire Authority's Safety Plan. The register enables effective management of the Service's strategic risks; risks that may affect the Service's ability to meet FRA's Safety Plan.

5. 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. It does this through reviewing the use of JCAD, considering the outcome of any related audits or inspections, and considering over time how risks are managed and reduced
   - 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

RISKS

6. Each organisational risk alongside their inherent and residual scoring is provided at Appendix A, alongside a high-level descriptor.

7. Each directorate and team have their own risk register enabling risks to be managed and mitigated at the most appropriate level. The risks on the organisational risk register should be the ones most likely to impact progress against the Fire Authority's Safety Plan.

SUPPORTING OUR SAFETY PLAN AND PRIORITIES

8. In supporting our risk management framework, the Organisational Risk Register ensures that we remain focussed on achieving against our Safety Plan priorities. The risk register continues to assist in mitigating these risks to ensure effective service delivery.

RESOURCE IMPLICATIONS

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

10. We are in the process of upgrading our risk management computer system. The implementation has taken longer than anticipated due to our supplier facing resource challenges, but this will now be completed this Autumn. This updated platform will provide better management recording as well as ease of use and was paid for by underspends in 22/23 budgets.

IMPACT ASSESSMENTS

11. There will be no negative environmental impacts associated with the adoption of this paper. The Organisational Risk Register ensures that we consider emerging issues through changes in climate, and these are accounted for in our prevention and response controls.

12. The implementation of the Organisational Risk Register will have no negative people impacts. However, through a more effective approach to identifying, assessing, and mitigating risks to our communities, a positive impact will be achieved through better understanding of protected characteristics within our communities and support our workforce.

LEGAL IMPLICATIONS

13. The requirement for each Fire and Rescue Authority to have an Integrated Risk Management Plan (now commonly referred to as a Community Risk Management Plan) is set out within the Fire and Rescue National Framework. The Organisational Risk Register, as part of our Risk Management Framework, will ensure our integrated risk management process is driving our priorities.

RISK ANALYSIS

14. 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.

15. Separately, the Service is assessing external risk as part of our work to produce the Fire Authority's next Safety Plan. The assessment of risk will be presented to October's Fire Authority for approval.

EVALUATION

16. The Organisational Risk Register will provide 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 Directorate Plans, ensures a risk management culture that will be overseen and scrutinised by Directors. Overall scrutiny will be provided by the Standards and Governance Committee under delegated authority from the Fire Authority.

CONCLUSION

17. Our risk management framework supports the identification of external risks 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.

RECOMMENDATION

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

APPENDICES ATTACHED

19. Appendix A: Organisational Risks

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APPENDIX A: ORGANISATIONAL RISKS

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 remains high despite the Service taking a number of steps to protect systems and networks. Our networks are attacked daily, evidencing the need to remain vigilant and continue to assess this risk as a business-as-usual threat to our organisation.
ORG0016	A reduction in central government funding is announced with insufficient time to plan for a reduction in spend	12	9	Risk remains although Service continues to take prudent steps to plan carefully financially plan. Current Safety Plan fully funded including Year 4 deliverables and work underway to produce next Safety Plan with effectiveness and efficiency in mind.
ORG0017	Impact on the Service as a result of Service 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).
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	8	6	The risk remains, although work is in hand to improve how the Service captures, records and uses data, including to manage performance. Expectation risk can be de-escalated off ORR over coming months subject to successful remedial measures. Fire Authority approved last annual performance report in June.
ORG0024	Organisational impact as a result of the death of an employee in the	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

	course of their duties.			approved code of practice (National Operational Guidance).
ORG0031	Reduced wellbeing and resilience within workforce	12	6	Mental health toolkit has been developed and workload forums carried out with findings to be actioned. We will consider progress before determining whether to de-escalate this.
ORG0034	Failure to respond to the impacts of the McCloud pension remedy	12	6	Risk has evolved to reflect the mechanics of fulfilling the remedy rather than the consequences of the remedy itself.
ORG0037	Rise of the cost of living increasing the costs of goods and services	9	6	While risk remains, scoring has been downgraded as risk has not materialised as was first feared when it was added in Summer 2022. The Service will continue to monitor incident data on what effect the cost of living is having.
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	15	10	Service continues to prudently financially plan and is informed of changing interest and financial rates, as well as inflation. Medium term financial plan agreed earlier this year by Fire Authority.
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.