



**HAMPSHIRE
FIRE AND
RESCUE
AUTHORITY**

Purpose: Approval

Date: **03 June 2020**

Title: **ORGANISATIONAL RISK REGISTER**

Report of Chief Fire Officer

SUMMARY

1. This paper reports on closure of the current Hampshire Fire and Rescue Authority (HFRA) Strategic Risk Register (Appendix A) and presents the new Organisational Risk Register (Appendix B) that delivers the risk management approach as set out within the Risk Management Policy agreed by HFRA on 19 February 2020.
2. In adopting the new approach, and to support strengthening of our risk management governance, recommendations are presented that provide enhanced oversight for HFRA, which includes delegating the annual monitoring of the Organisational Risk Register to the Standards and Governance Committee.
3. The Organisational Risk Register is part of the governance of the Hampshire and Isle of Wight Fire and Rescue Services' Safety Plan approved by HFRA on 19 February 2020 and by the Isle of Wight Council on 26 February 2020, in order to manage those strategic risks and emerging threats to us delivering against our priorities.

BACKGROUND

4. HFRA agreed a decision to change its approach to risk management on 25 September 2019.
5. Previously, our strategic risk management process was undertaken on behalf of the organisation through the Performance and Review Team who supported the Senior Management Team in delivery of a Corporate Risk Register. However, HFRS has now restructured. The restructure and development of our new, aligned Safety Plan has presented the need to revise our approach to risk management.
6. Therefore, it is proposed that the current strategic risk management process undertaken through the Corporate Risk Register is formally closed and the new Organisational Risk Register introduced as part of the Risk

Management Framework. In developing the new risk register, those current risks have been reviewed and captured as necessary.

7. A further change with this risk management approach is the integration of our external risks and our internal risks through the Hampshire and Isle of Wight Fire and Rescue Service Safety Plan, therefore ensuring our risk management culture is far more proactive.
8. Within the agreed Risk Management Policy, it is stated that the Fire Authority will identify, prioritise and manage community risks via the Hampshire and Isle of Wight Safety Plan. Internal risks, such as the risks threatening the organisation's ability to deliver the Safety Plan, will be identified, prioritised and managed by the Chief Fire Officer through the Executive Group who will be responsible for the Organisational Risk Register.

SUPPORTING OUR SERVICE PLAN AND PRIORITIES

9. The Corporate Risk Register ensures we remain focussed on delivery against our priorities as these drive our activities:
 - **Our communities** – We work together to understand different community needs and deliver accessible, local services which build safer places.
 - **Our people** – We look after each other by creating great places to work and promoting the health, wellbeing and safety of our people.
 - **Public value** – We plan over the longer term to ensure our decisions and actions deliver efficient and effective public services.
 - **High performance** – Our diverse teams are trusted, skilled and feel equipped to deliver a leading fire and rescue service today and into the future.
 - **Learning and improving** – We have the support of policy and guidance with the freedom to use our discretion to do the right thing, learning from ourselves and others.
10. Our planning processes, performance management framework and audit processes are an integral part of our arrangements to identify new and emerging risks and issues which could impact on delivery. The identification of risks and issues through the planning process also provides a focus for developing new organisational priorities and objectives.

RESOURCE IMPLICATIONS

11. 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.

ENVIRONMENTAL AND SUSTAINABILITY IMPACT ASSESSMENT

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

LEGAL IMPLICATIONS

13. The requirement for each Fire and Rescue Authority to have an Integrated Risk Management Plan is set out within the National Framework for Fire and Rescue Services, made under the Fire and Rescue Services Act 2004.
14. The Organisational Risk Register, as part of our Risk Management Framework, will ensure our integrated risk management process is driving our priorities.

PEOPLE IMPACT ASSESSMENT

15. The implementation of the Organisational Risk Register will have no negative impact. 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.

OPTIONS

16. **Option 1 (Recommended)** – To agree to close down the current Strategic Risk Register and to adopt the Organisational Risk Register as part of the agreed Risk Management Policy, Safety Plan and delegating its management to the Chief Fire Officer (CFO) with annual monitoring to be undertaken by Standards and Governance Committee.
17. **Option 2** – To agree to the close down of the current Strategic Risk Register but not to adopt the proposed approach of the Organisational Risk Register and to seek an alternative approach from the CFO.
18. **Option 3** – Not to close down the current Strategic Risk Register.

RISK ANALYSIS

19. It is essential that, following the approval of a revised risk management policy and Safety Plan, we ensure there is 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. Option 1 provides that assurance to the Authority.
20. The internal audit report on risk management arrangements within Hampshire Fire and Rescue Service (HFRS) 2015/16, highlighted limited assurance. The proposed approach set out within this paper will support a far more robust and appropriate approach to risk management.

EVALUATION

21. The Organisational Risk Register will provide the appropriate prioritisation of risk management and ensure risks are well 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 HFRA in accordance with the Constitution.

CONCLUSION

22. With significant recent decisions by HFRA regarding the Combined Fire Authority, adoption of a five-year strategy through our aligned Safety Plan, and agreeing a new, proactive risk management policy, the revised Organisational Risk Register is a key tool for ensuring our continuous improvement. Our revised purpose is 'together, we make life safer'. In considering that purpose, we aim to make life safer for:
 - Our communities
 - Our staff
 - Our organisations
23. The adoption of this Organisational Risk Register is our tool to ensure our organisations are safer.

RECOMMENDATION

That Hampshire Fire and Rescue Authority

24. Agrees Option 1 - to close down the current Strategic Risk Register and to adopt the Organisational Risk Register as part of the agreed Risk Management Policy, Safety Plan and delegating its management to the Chief Fire Officer.
25. Agrees to delegate oversight and the annual monitoring of the Organisational Risk Register to the Standards and Governance Committee.
26. Delegates authority to the Clerk to make the necessary consequential minor amendments to the Constitution to reflect the changes agreed at paragraphs 24 and 25.

APPENDICES ATTACHED

27. Appendix A – Strategic Risk Register (Previous Version)
28. Appendix B – Organisational Risk Register (New Version)

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