

Organisational Risk Register



HAMPSHIRE
FIRE AND
RESCUE
SERVICE



ISLE OF WIGHT
FIRE AND
RESCUE
SERVICE

Ref Number	Risk Area	Residual Risk	Trend					
			Newest				Oldest	
1	Combined Fire Authority does not get created	6	↔					
2	Insufficient Staff available for BAU	8	↔					
3	Serious Injury or Death of an Employee	10	↔					
4	Catastrophic failure of our mobilising system	4	↔					
5	Cyber attack	6	↔	↓				
6	Emerging changes to legislation (post Grenfell)	9	↔					
7	Impacts of climate emergency	3	↔					
8	Future financial planning uncertainty	12	↓	↑				
9	Firefighter Contamination	12	↔					
10	Unexpected Demand	3						



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Our Priorities:

1. **Our Communities.** We work together to understand different community needs and deliver accessible, local services which build safer places.
2. **Our People.** We look after each other by creating great places to work and promoting the health, wellbeing and safety of our people.
3. **Public Value.** We plan over the longer-term to ensure our decisions and actions deliver efficient and effective public services.
4. **High Performance.** Our diverse teams are trusted, skilled and feel equipped to deliver a leading fire and rescue service today and into the future.
5. **Learning & 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.

Criteria for inclusion of risks:

- Could the risk result in a serious or significant impact on the delivery of Our Priorities

Rank

- Risks are ranked in the summary table according to overall Residual Risk.

Inherent and Residual Risk

- Inherent risk is the risk level that exists without any controls applied.
- Residual risk is whatever risk level remains after additional controls are applied.

Risk Trend

The risk trend shows whether the risk has increased or decreased recently. The direction arrow indicates whether the risk is stable: 

rising  or reducing 

Ref Number - 1											
Risk Area	Description and Impact	Our Priority	Risk Scores			Recent Trend				Risk Owner	
						Newest		Oldest			
Political	Combined Fire Authority does not get created Impact: Potential for IWFRS to have no strategic leadership Continued lack of investment in IWFRS estate	1,2,3	Inherent Risk Level:			↓ ↔ ↔ ↔ ↔					Steve Apter
			Likelihood	Severity	Risk						
			3	3	9						
			Residual Risk Level:								
			Likelihood	Severity	Risk						
2	3	6									
Tolerance Threshold:			Below								
Causes / Sources	Mitigations		Progress and Ownership of Mitigation							Effectiveness – Commentary	
CFA Team don't deliver all targets	Project timelines monitored and adhered to		Ongoing – Steve Apter							CFA currently progressing well towards target dates	
	Effective and efficient resourcing		Ongoing – Steve Apter								
	CFA team gaining buy-in from other teams		Ongoing – Steve Apter								
	Assurance process undertaken		Ongoing – Steve Apter								

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Central Government alter position	Effective communications between Executive Group, HFRA, IWC and Central Government (Civil Service and Politicians)	Mitigations have led to approval by HFRS and IWC – Steve Apter	Go ahead provided by Government
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Risk Area	Description and Impact	Our Priority	Risk Scores			Recent Trend					Risk Owner
						Newest Oldest					
Political	Insufficient Staff available for BAU Impact: Fewer appliances available Poorer response times Overtime for staff not taking industrial action Management - staff and inter-staff relations Administrative burden – wage / pension changes	1,2,3,4	Inherent Risk Level:				At Tolerance	Steve Apter			
			Likelihood	Severity	Risk						
			3	5	15						
			Residual Risk Level:								
			Likelihood	Severity	Risk						
			2	4	8						
Causes / Sources	Mitigations	Progress and Ownership of Mitigation					Effectiveness – Commentary				
On Call Recruitment/Retention	Engagement with National On-Call Project	Stew Adamson					Recruitment rate and retention rate currently above national average				
	On Call Support Team	Stew Adamson									
Industrial Action due to National Issues:	Effective engagement with NFCC, local, regional and national rep body personnel, local and central government politicians	Ongoing – Neil Odin					Measures last used 2015				
	Prior planning for industrial action	Ongoing – Steve Apter									

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Enhanced Medical Response / Rolemap issues/ Post Grenfell			
Industrial Action due to local issues: Enforced changes to crewing system	Local staff and rep body engagement	Proposal not yet live – Stew Adamson	Proposal not yet live. Prior planning measures in place and last used 2015
	Wider comms	Proposal not yet live – Stew Adamson	
	Effective planning for delivery	Proposal not yet live – Stew Adamson	
	Prior planning for industrial action	Ongoing – Stew Adamson	
Pandemic Influenza	Follow PHE guidance for staff welfare	Ongoing – Steve Apter	Developing situation with effectiveness of measures still to be assessed
	Reduce/cease non-essential activities	Ongoing – Steve Apter	
	Dedicated team to manage	Ongoing – Steve Apter	

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Ref Number 3		Our Priority	Risk Scores			Recent Trend					Risk Owner
Risk Area	Description and Impact					Newest Oldest					
Societal	Death of an Employee	2	Inherent Risk Level:								Steve Apter
	<u>Impact:</u>		Likelihood	Severity	Risk						
			3	5	15						
	Mental health and wellbeing of staff and family		Residual Risk Level:								
			Likelihood	Severity	Risk						
			2	5	10						
	Organisational reputation		Tolerance Threshold:		At Tolerance						
	Operational due to reduced staffing – watch off the run, inquiry to staff										
	Legal – liabilities?										
	HSE / Police investigation										
	Financial										
Causes / Sources	Mitigations	Progress and Ownership of Mitigation								Effectiveness – Commentary	
Death outside work	Effective mental health strategy	Live, effective and ongoing – Molly Rowland								Mental health provisions and awareness improving	
	Support for physical health and fitness	Live, effective and ongoing – Molly Rowland									

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			throughout Service PPG Framework now live
Death in work time	Effective mental health strategy	Live, effective and ongoing – Molly Rowland	Mental health provisions and awareness improving throughout Service
	Support for physical health and fitness	Live, effective and ongoing – Molly Rowland	
	Effective procedures/guidance followed	Live, effective and ongoing – Steve Apter	
	PPE effective and maintained	Live, effective and ongoing – Steve Apter	PPG Framework now live Processes for monitoring and assuring PPE appropriateness and standards in place

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Ref Number - 4	Risk Area		Description and Impact	Our Priority	Risk Scores			Recent Trend					Risk Owner
								Newest		Oldest			
Technological	Catastrophic failure of our mobilising system	1,4	Impact: Additional Control resources required Delay to dispatch of assets	Inherent Risk Level:			↔	↔	↔	↔	↔		Stew Adamson
				Likelihood	Severity	Risk							
				2	4	8							
				Residual Risk Level:									
				Likelihood	Severity	Risk							
			1	4	4								
			Tolerance Threshold:	Below									
Causes / Sources	Mitigations			Progress and Ownership of Mitigation								Effectiveness – Commentary	
One fire control in Partnership non-operational	Control functions transferred to another partnership			Current, tested practice. Owner – Stew Adamson								Partnership fully operational	
Partnership system becomes non-operational	Manual control system utilised			Current procedure for this in place and tested. Owner – Stew Adamson								Process well established	

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Ref Number - 5											
Risk Area	Description and Impact	Our Priority	Risk Scores			Recent Trend					Risk Owner
			Likelihood	Severity	Risk	Newest		Oldest			
Technological	Successful cyber-attack on our ICT infrastructure	1,2,4	Inherent Risk Level:			↔	↔	↔	↔	↓	Matt Robertson
			Likelihood	Severity	Risk						
			3	4	12						
	Impact: Computer systems not functioning		Residual Risk Level:								
			Likelihood	Severity	Risk						
	3	2	6	Tolerance Threshold:			At Tolerance				
	Non-functioning control system – see risk above										
	Loss of personal data										
	GDPR breaches										
	Reduced functioning of all departments										
Causes / Sources	Mitigations		Progress and Ownership of Mitigation								Effectiveness – Commentary
External Cyber attack	Effective staff training to reduce chances of malicious emails being opened		Current and ongoing – Matt Robertson								Reduction of issues after initial IT transformation problems
	Effective firewall and other security measures		Current and ongoing – Matt Robertson								
	Software updated and maintained		Ongoing – Matt Robertson								
Malicious system user	Staff vetting		Recruitment and retention, ongoing – Molly Rowland								Staff vetting in place. Ongoing systems security
	Effective monitoring		Current and ongoing – Matt Robertson								
	Internal access/security systems		Current and ongoing – Matt Robertson								

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			procedures which are proving effective
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Ref Number – 6	Risk Area		Description and Impact	Our Priority	Risk Scores			Recent Trend					Risk Owner										
								Newest		Oldest													
Legal	Emerging changes to legislation (post Grenfell)	1,4,5	<p>Impact:</p> <p>Requirement for step-change in Fire Safety duties</p> <p>Additional legal liabilities</p>	<p>Inherent Risk Level:</p> <table border="1"> <tr> <th>Likelihood</th> <th>Severity</th> <th>Risk</th> </tr> <tr> <td>3</td> <td>3</td> <td>9</td> </tr> </table> <p>Residual Risk Level:</p> <table border="1"> <tr> <th>Likelihood</th> <th>Severity</th> <th>Risk</th> </tr> <tr> <td>3</td> <td>3</td> <td>9</td> </tr> </table> <p>Tolerance Threshold:</p> <p>At Tolerance</p>	Likelihood	Severity	Risk	3	3	9	Likelihood	Severity	Risk	3	3	9	<table border="1"> <tr> <td rowspan="5" style="text-align: center; vertical-align: middle;">↑</td> <td rowspan="5" style="text-align: center; vertical-align: middle;">↔</td> <td rowspan="5" style="text-align: center; vertical-align: middle;">↔</td> <td rowspan="5" style="text-align: center; vertical-align: middle;">↔</td> <td rowspan="5" style="text-align: center; vertical-align: middle;">↔</td> </tr> </table>	↑	↔	↔	↔	↔	Stew Adamson
					Likelihood	Severity	Risk																
					3	3	9																
					Likelihood	Severity	Risk																
					3	3	9																
↑	↔	↔	↔	↔																			
Causes / Sources	Mitigations			Progress and Ownership of Mitigation								Effectiveness – Commentary											
Legislation requiring additional fire safety inspections by competent Fire Safety Inspectors	Increase number of Fire Safety Inspectors			Ongoing - Stew Adamson								Awareness and monitoring of developments are ongoing as the situation advances											
	Reduce systems workload on Inspectors to improve efficiency			Ongoing - Stew Adamson																			
	Improved partnership working with housing officers / councils			Ongoing - Stew Adamson																			
Increase in potential liability	Improve fire safety training and knowledge for all responding staff			Ongoing - Stew Adamson								This is being monitored as developments are still ongoing											
	Increase number of fire safety inspectors			Ongoing - Stew Adamson																			
	Exploration of insurance options			Ongoing – Matt Robertson																			

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Ref Number - 7											
Risk Area	Description and Impact	Our Priority	Risk Scores			Recent Trend					Risk Owner
						Newest		Oldest			
Environmental	Impacts of climate emergency <u>Impact:</u> Response to increase in severe weather-related incidents	1,3	Inherent Risk Level:			↔	↔	↔	↔	↔	Stew Adamson
			Likelihood	Severity	Risk						
			1	4	4						
			Residual Risk Level:								
			Likelihood	Severity	Risk						
			1	3	3						
Tolerance Threshold:		At Tolerance									
Causes / Sources	Mitigations	Progress and Ownership of Mitigation								Effectiveness – Commentary	
Interruption of services and increase in demand	Resilience planning and preparations	Ongoing – Steve Apter								Benefits shown in 2014 events, ongoing learning and improvements occurring	
	Partnership working e.g. Environment Agency	Ongoing – Matt Robertson									
	Estate climate change resilience	Ongoing – Matt Robertson									
	Effective contribution to and benefits from LRF	Ongoing – Steve Apter									
	Ability to access funding reserves/Bellwin	Ongoing – Rob Carr									
Reputational damage if not responding to normal incidents	Effective comms for public and staff	Ongoing – Matt Robertson									

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Ref Number – 8												
Risk Area	Description and Impact	Our Priority	Risk Scores			Recent Trend					Risk Owner	
						Newest		Oldest				
Economic	Future financial planning uncertainty Impact: Inability to deliver services in usual manner	1,2,3,4	Inherent Risk Level:			↔	↔	↔	↔	↔	↑	Rob Carr
			Likelihood	Severity	Risk							
			4	4	16							
			Residual Risk Level:									
			Likelihood	Severity	Risk							
4	3	12										
Tolerance Threshold:			At Tolerance									
Causes / Sources	Mitigations		Progress and Ownership of Mitigation								Effectiveness – Commentary	
Reduced central government funding	Sufficient reserves and revenue contributions to reserves built into core budget		Ongoing – Rob Carr								Reserves are well established Degradation plan in existence	
	Contingency planning for reduced operating costs whilst maintaining appliance availability		Ongoing – Steve Apter									
	Contingency planning for further reduced operating costs with reduced appliance availability		Ongoing – Steve Apter									
Brexit	Situation Monitoring		Ongoing – Rob Carr								Impact on economy and supply chain costs being monitored	
	Sufficient reserves		Ongoing – Rob Carr									

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Covid-19 impact on the national and global economy, future grant settlements and local reductions in council tax and business rates income.	Sufficient reserves and revenue contributions to reserves built into core budget	Ongoing – Rob Carr	Reserves are well established
	Contingency planning for reduced operating costs whilst maintaining appliance availability	Ongoing – Steve Apter	Degradation plan in existence
	Contingency planning for further reduced operating costs with reduced appliance availability	Ongoing – Steve Apter	Significant uncertainty going forward at this stage hence change to risk score

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Ref Number – 9												
Risk Area	Description and Impact	Our Priority	Risk Scores			Recent Trend					Risk Owner	
						Newest		Oldest				
Societal	Contaminants risk leading to ill health in work force Impact: Increased staff ill health Potential future legal challenges	2	Inherent Risk Level:			↔						Stew Adamson
			Likelihood	Severity	Risk							
			4	4	16							
			Residual Risk Level:									
			Likelihood	Severity	Risk							
3	4	12										
Tolerance Threshold:			Below									
Causes / Sources	Mitigations		Progress and Ownership of Mitigation									Effectiveness – Commentary
Fire Ground Contaminants	Health and Safety Scheme		On Going Live – Steve Apter									Current mitigations are reasonable and effective and further efforts are being made to understanding the risk and reduce any potential risk
	Policy and Procedures		Complete – Stew Adamson									
	Fire Ground Gas Monitoring		On Going Development – Stew Adamson									
	Fire Ground Contaminant management on our estate and buildings		On Going Development – Matt Robertson									

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Ref Number – 10											
Risk Area	Description and Impact	Our Priority	Risk Scores			Recent Trend					Risk Owner
						Newest	Oldest				
Societal	<p>Unexpected Demand</p> <p>Impact:</p> <p>Increased workloads for staff increasing stress</p> <p>Increased workloads for staff inhibiting delivery of BAU</p> <p>Increased demand reducing ability to respond to other incidents</p>	1,2,3,4	Inherent Risk Level:								Steve Apter
			Likelihood	Severity	Risk						
			3	2	6						
			Residual Risk Level:								
			Likelihood	Severity	Risk						
3	1	3									
Tolerance Threshold:			Below								
Causes / Sources	Mitigations		Progress and Ownership of Mitigation							Effectiveness – Commentary	
Coronavirus	Pandemic Management Team		Live team is active – Steve Apter							PMT effectively managing ongoing situation	
	Local Resilience Forum		Engagement with LRF – Steve Apter								
	Partnership Working		Engagement with partners and support requirements being monitored – Steve Apter								
Major Flooding	Partnership Working		Partnerships in place and being further developed with EA for response to Flooding – Stew Adamson							Plans in place and ongoing	
	Local Resilience Forum		LRF active Engagement through Resilience Team – Steve Apter								

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	Business Continuity Planning	BC Plans for spate conditions resulting in high demand in place – Steve Apter	
	Cross-border partnerships	Arrangements in place for support from other FRS' - Stew Adamson	
Wildfires	Partnership Working	Partnerships in place with Forestry England, Councils, National Park Authorities and landowners to reduce risk of wildfires and improve response to them – Stew Adamson	Plans in place and ongoing
	Local Resilience Forum	LRF active Engagement through Resilience Team – Steve Apter	
	Business Continuity Planning	BC Plans for spate conditions resulting in high demand in place – Steve Apter	
	Cross-border partnerships	Arrangements in place for support from other FRS' - Stew Adamson	
Industrial Accident	Local Resilience Forum	Engagement with LRF – Steve Apter	Plans in place and ongoing
	Business Continuity Planning	BC Plans for spate conditions resulting in high demand in place – Steve Apter	
	Cross-border partnerships	Arrangements in place for support from other FRS' - Stew Adamson	

Total Risk Score ranked by cumulative residual risk in live spreadsheet.

(To provide a broader picture and prevent overlooking an accumulation of lower risks)

PESTEL Analysis	Cumulative Inherent Risk	Cumulative Residual Risk	Trend
Sociological	37	25	
Environmental	20	16	
Political	24	14	
Economic	16	12	

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Technological	20	10	
Legal	9	9	

Service Priority	Cumulative Inherent Risk	Cumulative Residual Risk	Trend
Our Communities (1)	95	65	
Our People (2)	91	57	
Public Value (3)	66	45	
High Performance (4)	70	42	
Learning & Improving (5)	9	9	

Measures of Likelihood - Probability		
LEVEL	DESCRIPTOR	DESCRIPTION
1	Very unlikely	The event may occur only in exceptional circumstances.
2	Unlikely	The event could occur at some time.
3	Moderate	The event will occur at some time.
4	Likely	The event could occur in most circumstances.
5	Very likely	The event will occur in most circumstances.
Measures of Severity (Consequence)		
LEVEL	DESCRIPTOR	DESCRIPTION

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1	Negligible	Minor local first aid treatment (e.g. minor cuts/abrasions), minimal work interruption
2	Minor	Injury requiring first aider treatment causing inability to continue with current work activity for 3 days or less. Minimal financial loss or damage.
3	Serious	Medical treatment required. RIDDOR over 7 day lost-time injuries. Moderate environmental implications. Moderate financial loss or damage. Moderate loss of reputation. Moderate business interruption.
4	Major	Permanent or life changing injuries. RIDDOR major injuries. High environmental implications. Major financial loss or damage. Major loss of reputation. Major business interruption.
5	Fatalities	Single or multiple deaths, stops the Originations from functioning

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		LIKELIHOOD				
		1 Very Unlikely	2 Unlikely	3 Moderate	4 Likely	5 Very Likely
5 Major	SEVERITY	5	10	15	20	25
4 Serious		4	8	12	16	20
3 Moderate		3	6	9	12	15
2 Minor		2	4	6	8	10
1 Negligible		1	2	3	4	5