

# 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	Insufficient staff available for BAU	8				↔	↔
2	Death of an employee at work in the course of their duties	10				↔	↔
3	Successful cyber-attack resulting in catastrophic loss of stability and/or access of our ICT infrastructure.	12				↔	↓
4	Emerging changes to legislation (post Grenfell)	9				↑	↔
5	Future financial planning uncertainty	12				↑	↑
6	Firefighter contamination	12				↔	↔
7	Covid 19 related wellbeing and safety	8				↔	↑

**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 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.

**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 ↓

## Organisational Risk Register

Ref Number 1											
Risk Area	Description and Impact	Our Priority	Risk Scores			Recent Trend					Risk Owner
						Newest		Oldest			
Political	Insufficient staff available for BAU	1,2,3,4	<b>Inherent Risk Level:</b>			↔	↔	↔	↔	↔	Steve Apter
			Likelihood	Severity	Risk						
			3	5	15						
	<b>Impact:</b> Fewer appliances available		<b>Residual Risk Level:</b>								
			Likelihood	Severity	Risk						
			2	4	8						
	Poorer response times										
	Overtime for staff not taking industrial action										
	Management - staff and inter-staff relations										
	Administrative burden – wage / pension changes										
Causes / Sources	Mitigations	Progress and Ownership of Mitigation								Effectiveness – Commentary	
Unplanned significant absence	Contingency plan arrangements to deploy to all incident types.	Degradation plan with progressive arrangements involving capability and deployment procedures – Stew Adamson								Decision log framework regarding crewing arrangements.	
	Centralised monitoring and deployment of staff	Resource management currently operating between Fire Control and Emergency Staff Cell. Long term resource management arrangements to be developed and enabled – Stew Adamson									

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Industrial Action due to National Terms and Conditions changes including pensions:	Engagement with NFCC, local, regional and national rep body personnel, local and central government politicians	Neil Odin engaged within national discussions and applying influence on behalf of our services (NFCC Steering Group member and Chair of NFCC Prevention Co-ordination Committee)	Measures last used 2015
	Prior planning for industrial action  Establish Emergency Management Group	NFCC annual IA return completed now aligns industrial action planning, with our degradation response plans, for both Hampshire and the IOW which provides our mitigation measures against reduced resources as a result of IA – Steve Apter	
Industrial Action due to local issues:	Effective local trade union relationships maintained.	Joint Trade Union Meeting on monthly frequency with escalation process – Molly Rowland	Tested plan, reviewed after use 2015.
	Contingency plan arrangements	Industrial action plan – Stew Adamson	
	Prior planning for industrial action.  Establish Emergency Management Group	IA aligns industrial action planning, with our degradation response plans, for both Hampshire and the IOW which provides our mitigation measures against reduced resources as a result of IA – Steve Apter	
Pandemic/Covid-19	Follow PHE guidance for staff welfare	Independent C19 Health & Safety audit completed to ensure that Risk assessments, are now operating across the organisation. Clear communications plan to ensure that communication is maintained across both organisations. Wellbeing Portal established – Steve Apter	Situation is now managed. Service will monitor local outbreaks and national policy to mitigate impacts to Service Delivery.  Independent C19 Health & Safety audit
	Reduce/cease non-essential activities	Independent C19 Health & Safety audit completed to ensure that Risk assessments, are now operating across the organisation. Clear communications plan to ensure that communication is maintained across both organisations. Business Continuity Policy, Procedure and plans are now in place and tested – Steve Apter	
	Dedicated team to manage	EMG and PCG is a flexible structure that mirrors SCG requirements and allows a flexible resourcing model dependant on demand. This has been assured through LRF debrief process. Staff cell has now been resourced to centrally manage internal impacts. – Steve Apter	

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Ref Number 2		Our Priority	Risk Scores			Recent Trend					Risk Owner
Risk Area	Description and Impact					Newest		Oldest			
Societal	Death of an Employee at work in the course of their duties  Impact:  Mental health and wellbeing of staff and family  Organisational reputation  Operational due to reduced staffing – watch off the run, inquiry to staff  Legal – liabilities  HSE / Police investigation  Financial		2	<b>Inherent Risk Level:</b>			↔	↔	↔	↔	
		Likelihood		Severity	Risk						
		3		5	15						
		<b>Residual Risk Level:</b>									
		Likelihood		Severity	Risk						
		2		5	10						

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Causes / Sources	Mitigations	Progress and Ownership of Mitigation	Effectiveness – Commentary
Death in work time	Implement mental health strategy	Live and ongoing – Molly Rowland	Mental health provisions and awareness improving throughout Service
	Support for physical health and fitness	Live and ongoing – Molly Rowland	
	Procedures/guidance followed	Our procedures align to the 'Death in work protocol' and these have been exercised in 2018– Steve Apter	
	Organisational reputation	Our procedures align to the 'Death in work protocol' and these have been exercised in 2018– Steve Apter	Demonstrated compliance 2010
	Legal – liabilities	Our procedures align to the 'Death in work protocol' and these have been exercised in 2018– Steve Apter	Demonstrated compliance 2010
	HSE / Police investigation	Our procedures align to the 'Death in work protocol' and these have been exercised in 2018– Steve Apter	Demonstrated compliance 2010
	Financial	Reserves of around £30m and revenue contributions built into the budget of over £6m available to balance the budget in the short term if required – Rob Carr	Reserves are well established

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Ref Number - 3											
Risk Area	Description and Impact	Our Priority	Risk Scores			Recent Trend					Risk Owner
						Newest		Oldest			
Technological	<p>Successful cyber-attack on our ICT infrastructure</p> <p><b>Impact:</b> Catastrophic loss of stability and/or access to our ICT infrastructure.</p> <p>Loss of personal data resulting in breach to GDPR requirements</p> <p>Reduced functioning of all departments</p>	1,2,4	<b>Inherent Risk Level:</b>			↔	↔	↔	↔	↓	Matt Robertson
			Likelihood	Severity	Risk						
			4	4	16						
			<b>Residual Risk Level:</b>								
			Likelihood	Severity	Risk						
3	4	12									
<b>Causes / Sources</b>	<b>Mitigations</b>	<b>Progress and Ownership of Mitigation</b>								<b>Effectiveness – Commentary</b>	
External Cyber attack	Staff training to reduce chances of malicious emails being opened.	Annual training in place with routine testing of staff established; monitoring of staff knowledge and compliance through externally facilitated penetration testing directs interventions by ICT Department. – Matt Robertson								No successful cyber-attack since measures have been in place.	
	Firewall and other cyber security measures established.	Industry standard (for the sector) Firewall in place, regularly monitored with enhanced cyber security software which monitors and reports performance of Firewall in real-time. – Matt Robertson									
	Network software updated and maintained to manage ongoing threat of cyber-attacks.	Regular patching of devices and network connections in place. Large update to all hardware devices to further enhance security patching work planned for Winter 2020/21. – Matt Robertson									

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Malicious system user	Effective monitoring of network use.	Use of ICT systems monitored, daily reports assessed by cyber security team. Unusual activity on accounts is regularly investigated. – Matt Robertson	No loss of system functionality due to malicious internal system use.
	Internal access/security systems have clear procedures and terms of use.	All ICT Policies and Procedures are updated, with clear guidance provided to staff on the use of ICT systems and equipment. – Matt Robertson	

Risk Area	Description and Impact	Our Priority	Risk Scores			Recent Trend					Risk Owner	
			Likelihood	Severity	Risk	Newest Oldest						
Legal	Legislative changes to buildings and requirements of FRS  <b>Impact:</b> New risks identified to responding  Increased capacity and capability needs for Fire inspection staff.	1,4,5	<b>Inherent Risk Level:</b>			↑	↔	↔	↔	↔	↔	Stew Adamson
			Likelihood	Severity	Risk							
			4	3	9							
			<b>Residual Risk Level:</b>									
			Likelihood	Severity	Risk							
4	1	4										
Causes / Sources	Mitigations	Progress and Ownership of Mitigation								Effectiveness – Commentary		
New risks identified to responding to high rise buildings	High rise procedure development.	<ul style="list-style-type: none"> <li>New high rise procedures published.</li> <li>Webinar to introduce awareness and training to Operational staff complete.</li> <li>Specialist Fire Safety team responding to incidents (Building Environment Response Officer BERO Team) - complete</li> <li>Review of response arrangements for specialist roles (BERO) - planned</li> <li>Practical training to all staff – planned</li> <li>Exercise testing – planned - Stew Adamson</li> </ul>								Grenfell outcomes recommendations progress report		
Increased capacity and capability needs	New High Rise Residential Building Team	HRRB procedure for Protection complete Recruitment of inspectors – ongoing – Stew Adamson								Grenfell outcomes recommendations		
	National fire safety competency framework	Academy adoption of framework – complete										

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for Fire inspection staff.		Upskill programme for all fire safety inspectors to Level 5 – ongoing Supervisory managers (station based) trained to Level 3 of framework – planned – Stew Adamson	progress reporting.
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Ref Number – 5											
Risk Area	Description and Impact	Our Priority	Risk Scores			Recent Trend					Risk Owner
						Newest		Oldest			
Economic	Future financial planning uncertainty and potential reduced funding  <b>Impact:</b>  Inability to balance the budget and continue to deliver services in usual manner	1,2,3,4	<b>Inherent Risk Level:</b>			↑	↑	↔	↔	↔	Rob Carr
			Likelihood	Severity	Risk						
			4	4	16						
			<b>Residual Risk Level:</b>								
			Likelihood	Severity	Risk						
4	3	12									
<b>Causes / Sources</b>	<b>Mitigations</b>	<b>Progress and Ownership of Mitigation</b>								<b>Effectiveness – Commentary</b>	
Reduced central government funding	Sufficient reserves and revenue contributions to reserves built into core budget	Reserves of around £30m and revenue contributions built into the budget of over £6m available to balance the budget in the short term if required – Rob Carr								Reserves are well established  Degradation plan in existence	
	Contingency planning for reduced operating costs whilst maintaining appliance availability	Developing contingency plans for reduced operating costs, working with director of Ops in scenario planning for future safety plan development. – Steve Apter									
	Contingency planning for further reduced operating costs with reduced appliance availability	Developing contingency plans for reduced operating costs, working with director of Ops in scenario planning for future safety plan development. – Steve Apter									
Brexit	Situation Monitoring	Possible price increases in the areas of IT, vehicle replacement and construction being monitored, and appropriate contingencies are being factored into current planning – Rob Carr								Impact on economy and supply	

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	Sufficient reserves	Reserves of around £30m and revenue contributions built into the budget of over £6m available to mitigate short term price increases if required – Rob Carr	chain costs being monitored
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	Reserves of around £30m and revenue contributions built into the budget of over £6m available to balance the budget in the short term if required – Rob Carr	Reserves are well established
	Contingency planning for reduced operating costs whilst maintaining appliance availability	Developing contingency plans for reduced operating costs, working with director of Ops in scenario planning for future safety plan development. – Steve Apter	Degradation plan in existence
	Contingency planning for further reduced operating costs with reduced appliance availability	Developing contingency plans for reduced operating costs, working with director of Ops in scenario planning for future safety plan development. – Steve Apter	Significant uncertainty going forward at this stage hence change to risk score

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Ref Number – 6											
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  <u>Impact:</u>  Increased staff ill health  Potential future legal challenges –	2	<b>Inherent Risk Level:</b>			↔	↔	↔	↔	↔	
			Likelihood	Severity	Risk						
			4	4	16						
			<b>Residual Risk Level:</b>								
			Likelihood	Severity	Risk						
3	4	12									
<b>Causes / Sources</b>	<b>Mitigations</b>	<b>Progress and Ownership of Mitigation</b>								<b>Effectiveness – Commentary</b>	
Fire Ground Contaminants	Health and Safety Scheme	Local mitigations in place at workplace and station level. Working at a national level on research with FBU and Brighton University. Station investment program improvement plans to be influenced by outcomes of this research. – Steve Apter								Current mitigations are reasonable and further efforts are being made to understanding the risk and reduce any potential risk	
	Policy and Procedures	Clear policies in place for staff to manage contaminated kit and equipment from fireground – Stew Adamson									
	Fireground continuation within vehicles.	Wipe down procedures in place for vehicles to sanitise touchpoints when returning from fireground. Contaminated kit procedures in place to manage the disposal of operational uniform. – Matt Robertson									
	Potential future legal challenges	*Future comment to be attained from Legal as to level of future risk (guidance not available at time of release) – Stew Adamson									
	Fire Ground Contaminant management on our estate and buildings	Zoning of operational buildings (clean, transition and dirty zones) established within the Estate Design Principles. New stations built with zoning. All stations have enhanced cleaning facilities for kit management with clear signage and routing. Assessment of requirements to retrofit									

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		existing building stock with zoning to improve the handling of contamination on stations commenced (report due early 2021). – Matt Robertson.									
<b>Ref Number – 7</b>											
Risk Area	Description and Impact	Our Priority	Risk Scores			Recent Trend				Risk Owner	
						Newest		Oldest			
Societal	Covid 19 related impacts on staff wellbeing and safety	1,2,4,5	<b>Inherent Risk Level:</b>								Molly Rowland
			<b>Likelihood</b>	<b>Severity</b>	<b>Risk</b>						
			4	4	16						
	<b>Impact:</b>		<b>Residual Risk Level:</b>								
	Increased staff ill health		<b>Likelihood</b>	<b>Severity</b>	<b>Risk</b>						
Staff confidence	2	4	8				↔	↑			
Long term ill health effects											
Causes / Sources	Mitigations	Progress and Ownership of Mitigation							Effectiveness – Commentary		
Staff confidence	Increased communications with staff	Live briefings and regular updates to complement existing communications activities – Shantha Dickinson							H&S team and processes in place  Risk Assessments established for all Service		
Staff confidence	Tailored management toolkits for staff support	Recently launched and support being provided to managers -Molly Rowland									
Long term ill health effects	Risk Assessments for all Organisational activity	Completed and regularly reviewed and updated. Risk Assessments completed on all workplaces to ensure ALARP principle is in place. – Steve Apter									
Staff confidence	Increased availability of PPE	Supply chains established for PPE to meet Operational demand guidance issued to teams on how and when to use PPE. – Matt Robertson.									

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<p>Increased staff ill health</p>	<p>Effective Health and Safety compliance</p>	<p>H&amp;S team with strengthened leadership presence at COG level. Internal audit to assure capacity and PPG. Risk Assessments completed on all workplaces to ensure ALARP principle is in place. – Steve Apter</p>	<p>activities and locations</p> <p>PPE stocks well supplied and distributed</p> <p>Specialist teams and groups in place to manage staff wellbeing</p> <p>Chief briefings now fortnightly with open call for questions from staff</p>
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<b>Measures of Likelihood - Probability</b>		
<b>LEVEL</b>	<b>DESCRIPTOR</b>	<b>DESCRIPTION</b>
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.
<b>Measures of Severity (Consequence)</b>		
<b>LEVEL</b>	<b>DESCRIPTOR</b>	<b>DESCRIPTION</b>
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