

Organisational Risk Register



Ref Number	Risk Area	Residual Risk	Trend				
			Newest		Oldest		
3	Successful cyber-attack resulting in catastrophic loss of stability and/or access of our ICT infrastructure.	12		↔	↔	↔	↓
5	Future financial planning uncertainty	12		↔	↑	↑	↑
6	Firefighter contamination	12		↔	↔	↔	↔
8	Data quality issues	12		↑	↔		
2	Death of an employee at work in the course of their duties	10		↔	↔	↔	↓
4	Emerging changes to legislation (post Grenfell)	4		↓	↔	↑	↔
1	Insufficient staff available for BAU	8		↔	↔	↔	↔
7	Reduced wellbeing and resilience within the workforce	8		↔		↔	↑
9	Impacts of McCloud pension remedy	6		↔	↔		

Organisational Risk Register

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 ↓

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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>Impact: 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> <p>Entered 5years +</p>	1,2,4	Inherent Risk Level:			↔	↔	↔	↔	↓	Matt Robertson
			Likelihood	Severity	Risk						
			4	4	16						
			Residual Risk Level:								
			Likelihood	Severity	Risk						
3	4	12									
Causes / Sources	Mitigations		Progress and Ownership of Mitigation								Effectiveness – Commentary
External Cyber attack	Staff training to reduce chances of malicious emails being opened.		Annual training in place with routine random audit on staff email use 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 completed 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	

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Ref Number – 5											
Risk Area	Description and Impact	Our Priority	Risk Scores			Recent Trend					Risk Owner
						Newest			Oldest		
Economic	<p>Future financial planning uncertainty and potential reduced funding</p> <p>Impact:</p> <p>Inability to balance the budget and continue to deliver services in usual manner</p> <p>Entered 2 years +</p>	1,2,3,4	Inherent Risk Level:				Rob Carr				
			Likelihood	Severity	Risk						
			4	4	16						
			Residual Risk Level:								
			Likelihood	Severity	Risk						
4	3	12									
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	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 Executive Group in scenario planning for future safety plan development. – Shantha Dickinson									
	Contingency planning for further reduced operating costs with reduced appliance availability	Developing contingency plans for reduced operating costs, working with Executive Group in scenario planning for future safety plan development. – Shantha Dickinson									

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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 chain costs being monitored
	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	
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. – Shantha Dickinson	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. – Shantha Dickinson	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 Impact: Increased staff ill health Potential future legal challenges – Entered 2 years +	2	Inherent Risk Level:			↔	↔	↔	↔	↔	
			Likelihood	Severity	Risk						
			4	4	16						
			Residual Risk Level:								
			Likelihood	Severity	Risk						
3	4	12									
Causes / Sources	Mitigations		Progress and Ownership of Mitigation								Effectiveness – Commentary
Fire Ground Contaminants	Focussed work		<ul style="list-style-type: none"> Development work has been proposed to the FBU for a HIWFRS funded role to be fulfilled by the FBU to supplement the work already ongoing. Work proposed will: <ul style="list-style-type: none"> 1) Close the gaps identified through the Ops Assets work 2) Establish a new training package 3) Compile a future list of work for further exploration or implementation Stew Adamson lead 								Current mitigations are reasonable and further efforts are being made to understanding the risk and reduce any potential risk
	Health and Safety Scheme		<ul style="list-style-type: none"> Local mitigations in place at workplace and station level. Staff encouraged to use “Near Miss” procedure where identified gaps exist. 								

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		<ul style="list-style-type: none"> Working at a national level on research with FBU and Brighton University. The Station investment programme improvement plans to be influenced by outcomes of this research. Shantha Dickinson lead 	
	Policy and Procedures	<ul style="list-style-type: none"> Policies in place for staff to manage contaminated kit and equipment from fireground (link to policy) Stew Adamson lead 	
	Fireground contamination within vehicles	<ul style="list-style-type: none"> 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 	
	Operational Assets	<ul style="list-style-type: none"> Gap analysis has been completed between HIWFRS policies and practises and the latest UCLAN report on fireground contaminants. 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. Proposed development work (Ops Assets) will seek to establish Matt Robertson 	
	Potential future legal challenges	<ul style="list-style-type: none"> Legal advice received Aligns very much to historic Asbestos claims and the need for an employer to be able to demonstrate that compliance with the legal, best practice and knowledge at the time of the exposure. Proposed development work (Ops Assets) will create a record of what we have done, are doing and propose to do. Stew Adamson lead 	
	Fire Ground Contaminant management on our estate and buildings	<ul style="list-style-type: none"> Zoning of operational buildings (clean, transition and dirty zones) established within the Estate Design Principles New fire stations designs work around the principle of zoning for the purpose of reducing contamination. 	

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		<ul style="list-style-type: none">• All fire stations have cleaning facilities for kit management with clear signage and routing.• Property and facilities have RAG assessed the wholetime estate, this has given four priority site to focus on; St Mary's, Fareham, Eastleigh and Andover. Feasibility testing will begin at St Marys by the end of the year and will give an indication of the type of works needed to tackle contamination control issues. The remaining three sites will be completed by February 2022.• Matt Robertson lead	
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Ref Number – 8				Recent Trend					Risk Owner	
Risk Area	Description and Impact	Our Priority	Risk Scores			Newest		Oldest		
Technological / Operational	Sub-optimal data quality in some areas owing to systems and processes preventing effective organisational delivery, high performance and/or robust performance reporting. Impact: Inability to deliver an efficient and effective performance management and reporting in some areas to support an outcomes-focused service to communities of HIOW. Business processes are not sufficient to ensure that the reporting of operational competencies and HR workforce characteristics to be shown in reporting systems accurately, leading to inaccurate	1,2,3,4	Inherent Risk Level:							
			Likelihood	Severity	Risk					
			4	3	12					
			Residual Risk Level:							
			Likelihood	Severity	Risk					
			4	3	12					
NOTE: As further understanding of this complex issue has been concluding, it is identified that issue may have a relationship with operational competency assurance mechanisms and as such the risk is shown as rising and the residual risk is no longer reduced. The quality of the data within SAP is impacting on the effective reporting of workforce characteristics to HO and HMICFRS.									Shantha Dickinson	

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	data being shared with HO/HMICFRS.									
Causes / Sources	Mitigations	Progress and Ownership of Mitigation								Effectiveness – Commentary
Process factor – business process operating in a way that impacts data quality, and does not support efficient or effective reporting or	<p>Early involvement of ICT (from a systems point of view) and Organisational Performance (from a data integration and report perspective) in the creation of new processes.</p> <p>Escalation of data quality risk areas within IPAB and Directorate Boards – with the identification who needs to be involved to action remedial/improvement activity.</p>	<p>Ownership sits with all Directorate Boards (with the support of ICT and Organisational Performance teams) to identify data quality risks and the stakeholders required to action remedial activity - All members of Executive Group.</p> <p>Significant work being undertaken in this area to reinforce the principles and content of the Data Quality Procedure. There are various examples of collective ownership of issues to resolve data quality challenges; and external assurance activity is planned through a quarter three internal audit focused on data quality.</p>								Data Quality risks are captured within risk registers and reviewed regularly in Directorate Board meetings with accountable Directors escalating as appropriate.
Human factor – user error (global)	Systems training, automated data quality interventions (where possible), and adherence with, and assurance activity on the compliance against the Data Quality and Performance Procedures.	Ownership sits with all Directorate Boards (with the support of ICT and Organisational Performance teams) to identify data quality risks and the stakeholders required to action remedial activity, including identifying any training requirements – All members of Executive Group.								
Human factor – localised, rather than centralised reporting – no single version of the truth	Organisational Performance identifying and escalating (for example to Directorate Boards, to ICT, or other channels), where appropriate, where localised reporting or systems interface issues are impacting data quality.	Ownership for ensuring centralised and accurate data recording and capture sits with individual Directorates (with the support of ICT and Organisational Performance teams) who have a responsibility to progress remedial actions that may need to be implemented by multiple teams across the Service - All members of Executive Group.								
Systems interface, including manual intervention		Where data capture tools or ICT system refinements are required, Directorates should raise requests with ICT, making clear their process and reporting requirements, at the earliest opportunity - Matt Robertson.								

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		Data quality standing item for discussion in IPAG and other directorate boards – Shantha Dickinson.	
Human factor – required availability/input of specialist capability	Sufficient contingency budget for IT or Organisational Performance to utilise technical consultancy support, where risks or unexpected challenges have been escalated and issues cannot be resolved internally.	Ongoing scrutiny and oversight of ICT and Organisational Performance technical consultancy budgets, with any capacity or financial risks identified via team and Directorate risk registers - Rob Carr.	
Human factor – required input of administrative capacity to support resolution	Engagement from Directorates with Business Support, e.g. via Head of Governance and Business Support, to identify, at the earliest opportunity, any additional administrative support requirements (to support remedial action).	Teams and Directorate Boards escalating any administrative capacity requirements or risks through the effective management of risks, with escalation to, and close collaboration with, Business Support and Corporate Services, where required - Matt Robertson.	Clear Application Development and ICT Change Programme Pathway to ensure that requirements from boards are addressed in a timely fashion

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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		2	Inherent Risk Level:			↔	↔	↔	↔		↔	Shantha Dickinson			
		Likelihood		Severity	Risk											
		3		5	15											
		Residual Risk Level:														
	<u>Impact:</u>	Likelihood		Severity	Risk											
		2		5	10											
	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																
Entered 5 years +																

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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– Shantha Dickinson Lessons learned from ACO Adamson's support of Mid and West Wales FRS in 2019.	PPG Framework now live
	Organisational reputation	Our procedures align to the 'Death in work protocol' and these have been exercised in 2018– Shantha Dickinson	Demonstrated compliance 2010
	Legal – liabilities	Our procedures align to the 'Death in work protocol' and these have been exercised in 2018– Shantha Dickinson	Demonstrated compliance 2010
	HSE / Police investigation	Our procedures align to the 'Death in work protocol' and these have been exercised in 2018– Shantha Dickinson	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 – 4												
Risk Area	Description and Impact	Our Priority	Risk Scores			Recent Trend					Risk Owner	
			Likelihood	Severity	Risk	Newest		Oldest				
Legal	Capacity and capability to respond to legislative changes to buildings and requirements of FRS. Impact: New risks identified to responding Increased capacity and capability needs for Fire inspection staff. Entered 3 years +	1,4,5	Inherent Risk Level:									Stew Adamson
			Likelihood	Severity	Risk							
			4	3	12							
			Residual Risk Level:									
			Likelihood	Severity	Risk							
4	1	4										
NOTE: although green, remaining on risk register until the conclusion of the financial settlements and new legislation, to ensure our final delivery model in response is effective												
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"> Revised HIWFRS High-rise product pack PRO/07/22 – ready to go to governance. Webinar to introduce awareness and training to Operational staff complete. Specialist Fire Safety team responding to incidents (Building Environment Response Officer BERO Team) – completed. Review of response arrangements for specialist roles (BERO) - Pilot being reviewed for future business case and final model. Smoke hoods for all frontline Appliances (with bulk stock EMT & CSV) and Evacuation boards and Evacuation form – awaiting delivery from suppliers. 								Grenfell outcomes recommendations progress report – 34 of the 46 recommendations are closed/closing by HIWFRS or closed pending legislation/govt action		

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		<ul style="list-style-type: none"> • Practical training to all staff – planned (delay due to Covid) • Exercise testing – planned within Service Exercise 2021 • NFSP Fires in Tall Buildings Tactical Guidance and Ops Prompts for Tall Buildings/Stairwell Protection/Evacuation Sector Commander – final review has closed 5/3/2021. • Lobby/Fire/Search sector Commanders Ops Prompt consultation closed 5/3/2021. • Premises Risk information training videos incl. High Rise residential risk information gathering – in production. • NFSP Fire Survival Guidance/ Multiple Fire Survival Guidance (FSG/MFSG) ‘Way of Working’ - Fire Control Management consultation - Feb. 2021 • Regular ongoing engagement with key Stakeholders including RB’s. 	
<p>Increased capacity and capability needs for Fire inspection staff.</p>	<p>New High Rise Residential Building Team</p>	<ul style="list-style-type: none"> • HRRB procedure for Protection completed, reviewed and signed off PPG. • Recruitment of inspectors – HRRB team is funded only until 2021/22 through HO Protection funding. – Stew Adamson • National Fire Chief’s Council (NFCC) Building Risk Review Programme (BRR) Programme • Maintaining regular communications through MS Teams meetings with PPRU leads. • PPRU Updates regularly received, analysed and actioned. • Monthly returns to NFCC PPRU – on target to complete over 300 high rise inspections by August 2021. Paper going to APAG on progress 15/03/21. • Delivery of BRR is embedded in the Protection (Delivery) plan. • The team continues to support ad hoc issues such as Crown Heights, Basingstoke. • Quality assurance completed on three sample high rise premises in Basingstoke, Portsmouth and Southampton. 	<p>Grenfell outcomes recommendations progress reporting. HIWFRS protection team connected to the NFCC team, gaining intelligence from and informing the programme.</p>

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	National fire safety competency framework	<ul style="list-style-type: none">• Academy adoption of framework – complete• Upskill programme for all fire safety inspectors to Level 5 – ongoing• Supervisory managers (station based) trained to Level 3 of framework – planned Year 2 Objective in Ops Plan – Stew Adamson• Will be referenced as part of the new Fire Protection Standard which is now out for consultation (Feb 2021).	
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Ref Number 1											
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 across all off PPR&R. Overtime for staff not taking industrial action Management - staff and inter-staff relations Administrative burden – wage / pension changes Entered 5 years +	1,2,3,4	Inherent Risk Level:			↔	↔	↔	↔	↔	Shantha Dickinson
			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		
Unplanned significant absence	Contingency plan arrangements to deploy to all incident types.	Degradation plan with progressive arrangements involving capability and deployment procedures. Undertake a report into the learning of summer 2021 and act on findings – Stew Adamson							Decision log framework		

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	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 Undertake a report into the learning of summer 2021 and act on findings – Stew Adamson	regarding crewing arrangements.
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) Molly Rowland appointed as NFCC IA SPOC.	Measures last used 2015 and reviewed 2021
	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 – Shantha Dickinson	
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 2015 and reviewed 2021
	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 – Shantha Dickinson	
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 – Shantha Dickinson	Situation is now managed. Service will monitor local outbreaks and national policy to mitigate impacts to Service Delivery.
	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 – Shantha Dickinson	

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	Dedicated team to manage	<p>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. — Shantha Dickinson</p> <p>Line through items have been stood down as part of recovery with the mechanism in place to reinstate if required.</p>	Independent C19 Health & Safety audit
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Ref Number – 7											
Risk Area	Description and Impact	Our Priority	Risk Scores			Recent Trend					Risk Owner
						Newest		Oldest			
Societal	Reduced wellbeing and resilience within workforce	1,2,4,5	Inherent Risk Level:			↔	↔	↔	↔	↑	Molly Rowland
	Impact:		Likelihood	Severity	Risk						
	Impact of Covid 19 on staff wellbeing and health		4	4	16						
	Difficulties adapting to new ways of working and organisational change		Residual Risk Level:								
	Increased staff ill health		Likelihood	Severity	Risk						
	Increased reporting of mental health issues		2	4	8						
Staff confidence											
Long term ill health effects											
Entered 2020											
Causes / Sources	Mitigations		Progress and Ownership of Mitigation							Effectiveness – Commentary	

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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
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. Recovery Cell and Wellbeing Cell undertaking activity to better understand and support our staff with long COVID. Introduction of a post COVID19 physical fitness test for operational staff. – Shantha Dickinson	Risk Assessments established for all Service activities and locations
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.	PPE stocks well supplied and distributed
Adapting to new ways of working and organisational change	Hybrid working procedure	Wellbeing portal	Specialist teams and groups in place to manage staff wellbeing
Increased reporting of mental health issues	Wellbeing pulser surveys	Hybrid procedure issued and workshops held with managers.	
	Development of wellbeing action plan	Pulse survey conducted early Summer 2021	
	Appointment of wellbeing co-ordinator	Psychological screening available via OH for all employees displaying signs of trauma.	
	Increased access to psychological screening		
Increased staff ill health	Effective Health and Safety compliance	H&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. Lateral flow testing introduced and access to residual vaccinations– Shantha Dickinson	Chief briefings now fortnightly with open call for questions from staff

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	Existing governance structure through employer pension groups in place but McCloud specific governance will be implemented as activity increases	Employer Pension Groups already established and McCloud one of the key items discussed at each meeting – Rob Carr.	the absence of answers from Government
Lack of accurate data on which to enable workforce planning and undertake calculations, given new CFA from 1 April 2021	Data collection in respect of both HFRS and IWFRS taking place prior to new CFA to enable workforce planning and manual calculations to be undertaken	Templates used for IOW data collection also being used to collect payroll information going back to 2015 on IOW and data extracts in place for HFRS through IBC – Rob Carr.	Availability of data is good but future manual calculations will be a challenge
Lack of effective communication on the remedy leading to poor decisions by firefighters	Communications a key element of employer group discussions and regular comms planned on this including FAQs etc.	Initial comms already sent out in consultation with Rep Bodies and further comms planned to answer key questions FFs might have on what happens to their retirement dates and access to pre 2015 benefits Rob Carr.	Communications continuing and some queries coming through from individual FFs about their position.

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
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