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Nottinghamshire and City of Nottingham Fire and Rescue Authority - Finance and Resources

Date: Friday 22 March 2024 **Time:** 10.00 am

Venue: Joint Fire / Police HQ, Sherwood Lodge, Arnold, Nottingham, NG5 8PP

Members are requested to attend the above meeting to be held at the time, place and date mentioned to transact the following business

A handwritten signature in black ink, appearing to read "M. J. Carter". The signature is fluid and cursive.

Clerk to the Nottinghamshire and City of Nottingham Fire and Rescue Authority

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Any councillor who is unable to attend the meeting and wishes to submit apologies should do so via the Personal Assistant to the Chief Fire Officer at Fire Services Headquarters on 0115 967 0880

If you need any advice on declaring an interest in any item above, please contact the Governance Officer shown on this agenda, if possible before the day of the meeting.

Governance Officer: Laura Wilson
 0115 8764301
 laura.wilson@nottinghamcity.gov.uk

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<http://committee.nottinghamcity.gov.uk/mgListCommittees.aspx?bcr=1>

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Nottinghamshire and City of Nottingham Fire and Rescue Authority - Finance and Resources Committee

Minutes of the meeting held at Joint Fire / Police HQ, Sherwood Lodge, Arnold, Nottingham, NG5 8PP on 19 January 2024 from 10.01 am – 10.52 am

Membership

Present

Councillor Michael Payne (Chair for the meeting)
Councillor Liaqat Ali
Councillor Callum Bailey
Councillor Richard Butler
Councillor Michael Edwards
Councillor Sybil Fielding
Councillor Jonathan Wheeler

Absent

Councillor John Clarke MBE
Councillor Roger Upton

Colleagues, partners and others in attendance:

Craig Parkin – Chief Fire Officer
Leila Berry – Assistant Chief Fire Officer
Mark Kimberly – Interim Treasurer to the Authority
Tracy Stevenson – Temporary Head of Finance
Catherine Ziane-Pryor – Governance Officer

20 Apologies for Absence

Councillor John Clarke MBE (Councillor Michael Payne, Chair of the Authority, substituting and Chairing)
Councillor Roger Upton (Councillor Jonathon Wheeler substituting).

21 Membership

To note the change in membership to the Authority and this Committee by Nottingham City Council in the replacement of Councillor Anwar Khan with Councillor Michael Edwards.

22 Declarations of Interests

None.

23 Minutes

The minutes of the meeting held on 20 October 2023, were confirmed as a true record, and signed by the Chair presiding.

24 Revenue, Capital and Prudential Code Monitoring Report to 30 November 2023

Mark Kimberly, Interim Treasurer to the Authority, and Tracy Stevenson, Temporary Head of Finance, presented the quarterly report with highlighted points including the following and responses to members' questions:

- a) Section 2 of the report refers to the underspend as of the end of November of £606,000 against the revised budget of £50.057 million;
- b) Whilst the approved budget included a £404,000 contribution from earmarked reserves, it is not predicted that the Service will need to use reserves into this financial year;
- c) Virements were previously approved to fund improvement projects, one of which, breathing apparatus wash facilities, is requested to be funded in this financial year, with funds transferred from the revenue to the capital programme;
- d) The majority of the underspend is on Whole-Time pay, which accounts for £344,000, however, as a result, the overtime budget is overspent by £80,000;
- e) The On-Call pay budget is anticipated underspend by £112,000, although this may change due to the additional demands of the recent flooding;
- f) Nonuniform pay is anticipated to underspend by £122,000 due to vacancies;
- g) An overspend of £37,000 is anticipated with regard to pension budgets, particularly gratuity payments;
- h) Other variances are set out in the report including transport -related costs, premises costs, supplies and services, and other income;
- i) Reserves are currently in a good position at £10.4 million;
- j) Capital programme variances are set out at appendix C to the report, including slippage into the next financial year of £1.1 million for aerial ladders, potentially with further slippage regarding other vehicle purchases;
- k) With the exception of Capital Finance Requirement, all Prudential Indicators were observed. The level of borrowing was exceeded due to the benefits of accessing a lower fixed rate interest, which once invested, could achieve a greater interest rate, and therefore income. This is a short-term approach and borrowing is expected to return to anticipated levels at the end of March 2024;
- l) The October flooding took place to the north of the county, mainly in the Retford area, with the January flooding focusing around the River Trent. The extent of flooding was localised on each occasion, but resulted on the additional use of resources. The impact on on-call hours can be calculated provided to members.

- m) The £85,000 gas bill dispute, referred to in paragraph 2.9 of the report, relates to the old headquarters buildings which is on a metred charge, and so since being vacant, cannot have accrued such a debt, so is being challenged;
- n) The specification for the command unit chassis, ICT and electronics was amended from that of the indicative figure for initial budgeting. The specification was broadened to extend the expected longevity and capability of equipment to include large scale incidents, for which additional technology was required, hence the £225,000 additional cost. This was reported to the senior leadership team in November 2023;
- o) Following the move from the old headquarters to the joint headquarters, for a limited period, staff were granted an allowance for the additional time and mileage incurred travelling to the new headquarters.

Members commented:

- p) The significant change in the financial position of the Service since the last report, with the longer-term improved position, is welcomed;
- q) Further information on the cost of the flooding would be welcomed, including a comparison of the January and October flooding periods and extent.

Resolved to:

- 1) note the contents of the report;**
- 2) approve the transfer of the £160k previously approved for breathing apparatus wash facilities to the capital programme, as set out in paragraph 2.28 of the report.**

25 Budget Proposals for 2024/25 to 2027/28 and Options For Council Tax 2024/25

Tracy Stevenson, Temporary Head of Finance, presented the report, with comments and strategic financial advice from Mark Kimberly, Interim Treasurer to the Authority.

The report seeks the committee's recommendation to the Authority, for setting the 2024/25 council tax precept, having had full consideration to the current and future year's budgets.

Following points were highlighted and members questions responded to:

- a) Section 2 of the report highlights capital budget proposals for the period 2024/25 to 2027/28 with the proposed Capital Programme attached to report as appendix A, which will continue to be kept under review;
- b) The 2024/25 programme totals £8.228 million, but will increase with any slippage from the current financial year;

- c) Of the 17 new pumping appliances on order, only one will be completed in this financial year, with the remaining 16 accounted for in the 2024/25 programme. Once the order is completed, further planned purchases will be delayed;
- d) The £2 million ICT budget for the replacement Service Control and Mobilising System is still indicative and may require revision once the procurement exercise is finalised;
- e) The Capital Programme is mainly funded from borrowing;
- f) It is anticipated that the Authority will have difficulty setting a balanced budget in 2024/25, mainly as a result of the effect of increased inflation, which in turn impacts on pay awards, along with uncertainty around some income streams;
- a) Now that the Local Government Finance Settlement for 2024/25 has been released, Table 1 of the report sets out the changes in assumptions, which total a £508,000 budget decrease;
- b) A further risk to the Authority has been identified with regard to employers contributions for firefighters pensions at 37.6%, from the previous 28%;
- c) the firefighter pension scheme runs at a deficit of approximately £600 million each year which forms part of the total Central Government funding £2.6 billion per year for the sector. Whilst the Fire Authority does receive a grant from Central Government top up employer contributions, assurance is required that further shortfalls will also be covered, otherwise the Fire Authority will be required to cover the cost, even though the decision is made nationally and the Fire Authority doesn't have any say. The immediate detriment scheme is expected to be underwritten by Central Government, but the Authority has set aside earmarked reserves of £200,000, if this is not the case;
- d) A spike in On-Call overtime costs is predicted as a result of the additional activity around the recent flooding, but is not expected to be as extensive as the very hot dry summer of 2022. Although figures are yet to be determined, the information will be forwarded to members of the committee;
- e) Although currently being negotiated at a national level, the firefighter pay award increase planning assumption is 5% for 2024/25, 3% for 25/26 and 2% ongoing. However, whilst this settlement may be lower than anticipated, an increase per 1% will have a £320,000 cost impact to the Service. Therefore to ensure that the Service can cover the cost of an increase, the assumption as set out above, is recommended;
- f) Whilst a £5 council tax increase will not be permitted this year, a 2.95% increase would provide additional funding for approximately £1.29 million, and a 1.95% increase would provide £991,000 of additional funding;
- g) As of April 2024, reserves are anticipated to total £10.3 million, with 5.2 million held as general fund reserves, and 5.1 million is earmarked reserves;
- h) The final financing settlement from Central Government is expected in February, and it is predicted to reflect the provisional figures;

- i) The budgetary impact anticipated for each of the three options presented to the committee of, a council tax freeze, a 1.95% increase, and a 2.95% increase, are set out individually in the report, with Table 6 of the report providing a summary comparison table;
- j) The reasoning behind a 2.95% increase, within the 3% limit, and not a 2.99% increase, is to ensure that any variance will not come too close to the limit and trigger challenge;
- k) The committee is requested to consider the impacts of budget deficits on the Service, and whilst reserves may initially be used to help balance the budget, they would not address the ongoing financial shortfall and impact on services;
- l) With multiple financial impact uncertainty and possibilities such as inflation, a potential pay restraint in the public sector, and a year-by-year government settlement that does not easily enable forward planning, the assumption of a 3 - 5% pay award increase, which is set externally at a national level, is a robust approach to enable financial planning;
- m) With every option there will still remain the deficit, but the higher the council tax increase, the lower the deficit. If the lower-level council tax increase is selected, this presents significant financial pressure which will result in real time cuts to the Service. If the higher-level council tax increase is chosen, the Service does have the capability to fill the gap, with the inclusion of ongoing efficiencies;
- n) It should be noted that with a general election pending, Central Government policy may change, including around the financial settlement, but the Service must work with the confirmed information currently available.

Members of the committee commented as follows:

- o) Whilst inflation is dropping there is still ongoing economic uncertainty and with the government only providing a one year at a time settlement it is sensible to support a 3 - 5% assumption for the pay award increase;
- p) Although not present, the Chair has confirmed that he supports a 2.95% increase in council tax;
- q) During the recent public consultation a clear view of residents is that there is no appetite for Fire Service and station cuts and reductions. If a rise of less than 2.95% council tax increase is implemented financial planning will be difficult;
- r) The results of the public consultation were clear that overall, residents would be prepared to pay more to protect services. If this committee recommends to the Authority, and the Authority approve the 2.95% increase, frontline services will be protected, at least initially for a few years;
- s) If a 2.95% is requested, the majority of residents will pay little more than an additional 14p per month extra, which is a small increase to protect services;

- t) Whichever option is selected, unless there are substantial financing changes, there will be an impact on frontline services in the future;
- u) A council tax increase is not welcomed, but is supported in principle as the recent consultation has shown that residents are willing to pay more to maintain the current services available;
- v) In addition to the general election, the future mayoral elections may impact on services, so political, cross-party consensus is particularly important at this time and very much welcomed;
- w) Following the recent flooding and ongoing predicted storms, the Service would benefit from better publicity of its activities, including the new challenges faced within the City regarding development.

Resolved

- 1) to recommend to the Fire Authority, that Council Tax is increased by 2.95%;**
- 2) to endorse the pay award financial assumptions as set out in paragraph 2.31 of the Budget Proposals for 2024/25 to 2027/28 report.**



NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

Nottinghamshire and City of Nottingham
Fire and Rescue Authority
Finance and Resources Committee

REVENUE, CAPITAL AND PRUDENTIAL CODE MONITORING REPORT TO 31 JANUARY 2024

Report of the Chief Fire Officer

Date: 22 March 2024

Purpose of Report:

To report to members on the 2023/24 financial performance of the Service and Prudential Code monitoring to the end of January 2024.

Recommendations:

It is recommended that Members:

- Note the contents of this report;
- Approve the transfer of £128k insurance claim income to a capital earmarked reserve (see paragraph 2.12);
- Approve the transfer of the £100k budget for the Replacement Mobilising System (RMS) server costs to the RMS earmarked reserve (see paragraphs 2.13 and 2.46);
- Approve the bringing forward of £141k from the 2024/25 approved capital programme to fund the purchase of light portable pumps (see paragraph 2.23);
- Approve the repurposing of £87k of the Emergency Services Mobile Communication Programme ESN (Emergency Services Network) capital budget to fund the recommendations of the Contaminants Working Group and approve the slippage of this funding to 2024/25 (see paragraph 2.29).

CONTACT OFFICER

Name: Bev Bull
Head of Finance and Treasurer to the Fire Authority

Tel: 0115 8388100

Email: bev.bull@notts-fire.gov.uk

Media Enquiries Contact: Corporate Communications Team
0115 8388100 corporatecomms@notts-fire.gov.uk

1. BACKGROUND

- 1.1 Budget monitoring is a key aspect of financial management for the Fire Authority. Regular reporting of spending against the revenue budgets is a check that spending is within available resources and if necessary, allows for financial resources to be re-assigned to meet changing priorities.
- 1.2 This report covers those areas with a higher risk of significant variance. An assessment of this risk has been made in the light of the size of the budgets selected and/or previous experience of variances, as well as the emergence of actual variances. It is vital that an overview of the budgetary position during the year is maintained, so that appropriate action can be taken in respect of significant variances and the budget is managed as a whole.
- 1.3 Monitoring against the revised prudential indicators is also included in this report, as required in the Prudential Code published by the Chartered Institute of Finance and Accountancy (CIPFA).

2. REPORT

- 2.1 The revenue monitoring position is set out in Table 1 below. It shows a forecast outturn position of £50.313m, which is an £0.649m underspend against the revised budget of £50.962m. The approved budget of £49.965m included a £404k contribution from the earmarked reserve for Budget Pressure Support to address a funding deficit. As things currently stand, this contribution is not required. The revised budget reflects the planned use of £1.144m of earmarked reserves relating to various projects, plus a £147k contribution to earmarked reserves.

Table 1 – Summary Expenditure and Funding Position

	2023/4 Budget £'000	Revised Budget £'000	Forecast Outturn £'000	Variance £'000
Net Expenditure	49,965	50,962	50,313	(649)
Revenue Support Grant	(6,189)	(6,189)	(6,189)	0
Business Rates (including related grants)	(11,286)	(11,286)	(11,286)	0
Pension Grant	(2,340)	(2,340)	(2,340)	0
Council Tax	(29,746)	(29,746)	(29,746)	0
General Fund	0	0	245	245
Earmarked Reserves	(404)	(1,401)	(997)	404
Total	0	0	0	0

- 2.2 As the £404k budgeted contribution from earmarked reserves is not required at this stage, the £649k forecasted underspend would result in a £245k contribution to general reserves. However, contributions to earmarked reserves totalling £228k are recommended (see paragraphs 2.12 and 2.13). If these recommendations are accepted this will reduce the general fund underspend to just £17k. Rather than transferring this surplus to general reserves, it is proposed instead that any underspend be used to fund capital expenditure, as this will result in budget savings in future years. A final decision will be taken at year end when the outturn position is known.
- 2.3 A more detailed analysis of expenditure can be found at Appendix A. Major variances on specific budgets are shown below.

WHOLETIME PAY

- 2.4 Wholetime pay is expected to underspend by £259k in total. At the end of January, the number of posts was 5.4 FTE below the approved establishment. There were 11 transferees from other fire and rescue services in January and 20 apprentice firefighters will commence their training in April 24. Overtime is being used to cover the ridership in the short term, resulting in a £116k overspend against the preplanned overtime budget.

ON-CALL PAY

- 2.5 On-call pay can vary significantly from month to month depending on levels of activity, so it can be difficult to forecast with certainty. At this stage it is expected that the On-call pay budgets will underspend by £165k. The largest variances relate to incident related costs (£44k) and training (£43k). The number of mobilisations can be highly variable and activity levels have generally been lower than expected so far in 2023/24, notwithstanding spikes of activity relating to flood events. Expenditure on training has been lower than expected and as a result this budget will be reduced for 2024/25.

NON-UNIFORMED PAY

- 2.6 Non-uniformed pay is expected to underspend by £199k overall due to vacancies in the establishment.

REDUNDANCIES AND SETTLEMENTS

- 2.7 There is an estimated overspend of £55k relating to settlement and redundancy costs which were not included in the budget.

PENSIONS

- 2.8 The pensions budgets are expected to overspend by £32k overall. The largest variance relates to gratuity payments, which has a forecasted overspend of £28k.

PREMISES COSTS

2.9 Premises costs are expected to underspend by £70k. Significant variances include:

- A £137k underspend relating electricity and a £33k overspend relating to gas. Energy costs have fluctuated significantly since the invasion of Ukraine in February 2022, making budget predictions difficult.
- Business rates are forecast to underspend by £91k due to a revaluation of West Bridgford station.
- A £78k overspend relating to reactive building repairs and maintenance. The overspend has been driven by a number of activities, including the removal of asbestos from Eastwood station.

TRANSPORT RELATED COSTS

2.10 There is expected to be a net overspend of £101k. Significant variances include:

- A £200k underspend relating to fuel. Fuel prices have reduced during the year.
- A £220k overspend on unplanned fleet maintenance. This is due to an ageing fleet and unscheduled repairs to water and foam tanks.
- A £30k underspend on planned fleet maintenance. This is due to the restructuring of service patterns, plus the disposal of a number of vehicles and plant items from the fleet.
- A £40k overspend on outsourced vehicle maintenance. This relates to specific repairs that cannot be carried out by the main contracted company.
- A £27k overspend relating to mileage claims and public transport costs. There are a number of reasons for this, including an increase in detachments resulting from wholtime vacancies, and mileage allowances/public transport costs paid to staff compulsorily transferred to the Joint HQ.
- A £30k overspend on tyres which has arisen due to extending the useful lives of some vehicles.

SUPPLIES AND SERVICES

2.11 Supplies and services are expected to overspend by £235k. Significant variances include:

- A £199k overspend relating to computer software maintenance contracts. Some of this overspend will be due to the completion of capital projects resulting in ongoing revenue costs, and some is due to higher than expected inflationary increases. The budget has been increased for 2024/25.
- A £29k underspend relating to non-contracted ICT services. This budget is mainly used for the payment of consultants to carry out work for which

we do not have the internal expertise. Expenditure can fluctuate depending on the needs that arise during the year.

- A £42k overspend relating to Firelink contract charges. The contractual price increases are linked to RPI inflation. In 2023/24 the prices have increased by 13.5%, which exceeds the 5% budgeted increase.
- The budget for contributions to partnership working is forecasted to underspend by £47k. This is mainly due to the budget relating to the Emergency Services Network Dimetra Communications Service no longer being required as the work is being carried out in-house.
- A collective £57k overspend relating to smaller budgets for equipment, furniture and materials. The most significant variance in this category relates to expenditure on community safety equipment and smoke alarms which has increased due to the number Safe and Well checks being carried out in the community, resulting in a £25k overspend.

OTHER INCOME

2.12 There is a forecasted surplus of £327k. Significant variances include:

- £101k relating to secondment income not provided for in the budget.
- £128k relating to income arising from an insurance claim due to a fire appliance write-off. It is recommended that the income is transferred to a capital earmarked reserve to be applied to future capital expenditure on fire appliances.
- £77k relates to a surplus on interest receivable due to increased interest rates and higher than expected level of funds being available for investment due to slippage in the capital programme.

CAPITAL FINANCING COSTS

2.13 There is a forecasted underspend of £72k for capital financing costs. £100k of this underspend relates to revenue funding set aside for the Replacement Mobilising System (RMS) server costs. As this work will not now be completed in 2023/24 it is recommended that the £100k budget is transferred to the RMS earmarked reserve. This £100k underspend is partially offset by a £28k overspend on minimum revenue provision costs.

RESERVES

2.14 Details of the use of reserves during 2023/24 can be found in Appendix B.

2.15 Expected levels of reserves at 31 March 2024 are £9.546m as detailed in Table 2 below.

Table 2 – Anticipated Movement in Reserves 2023/24

Reserves	Balance 01/04/23 £'000¹	Anticipated Use 2023/24 £'000	Expected Balance 31/03/24 £'000
Net contributions from earmarked reserves	5,236	(997)	4,239
General Fund	4,961	245	5,206
Total	10,197	(752)	9,445
ESMCP² Regional Reserve	101	0	101
Total	10,298	(752)	9,546

¹ The opening balances are still subject to external audit and are therefore provisional.

² Emergency Services Mobile Communications Programme

2.16 The Emergency Services Mobile Communications Programme (ESMCP) regional reserve has been shown separately to those reserves held by the Authority to reflect that the funds are to be allocated regionally and do not belong to Nottinghamshire Fire and Rescue Service (NFRS).

2.17 The general reserve is predicted to be £5.206m at the end of the financial year, which is above the minimum level of £4.5m general fund reserve agreed by Fire Authority in December 2022.

CAPITAL PROGRAMME

2.18 The current approved 2023/24 capital programme is £9.168m. The total capital spend to the end of January 2024 was £3.753m. The current capital programme is shown at Appendix C. The most significant areas of variance are detailed below.

TRANSPORT

2.19 The appointment of a delivery and build contractor for two Aerial Ladder Appliances (ALPs) is still pending, which presents a risk that the chassis will not be delivered and invoiced this financial year. This will result in £1.1m being slipped into 2024/25, however further information will be known once the Working Group has visited one of the manufacturers in late March.

2.20 The chassis for the Command Support Unit (CSU) was delivered in late November 2023 with the total for the vehicle including ICT and electrical fit out confirmed at £475k. An exception report increasing the budget from the original £255k was approved by SLT in November 2023. It is anticipated that £394k will be spent in 2023/24 with the remainder slipping into next year.

2.21 Light Vehicle budget: this budget is for the replacement of two Principal Officer cars, five Flexi Duty Officers cars, two vans and blue light fits. The Flexi Duty cars and vans have been delivered and the blue light fit and

stowage modifications will be complete by March 2024. One Principal Officer car has been received, with the second due to be delivered in April 2024. Members will be asked to approve the slippage of the £55k budget for this vehicle at the end of the financial year.

- 2.22 Fire Appliances (£2.840m in 2023/24, £2.820m in 2024/25): Angloco Ltd issued a revised build programme for the 17 new pumping appliances which showed a quicker than expected delivery of the chassis from Scania. The original capital program for 2023/24 accounted for 12 chassis, however all 17 have been delivered. As a consequence the revised forecast spend for this FY has increased from £2.8m to £3.269m (including equipment other than that outlined in paragraph 2.24 below). The revised programme indicates that one appliance will be delivered into service in March 2024 with the remaining 16 appliances expected by December 2024. Additional capital funding requirements will be partially offset by delayed expenditure in other projects. Permission will be sought to bring forward capital expenditure from 2024/25 once the final outturn position is known.
- 2.23 The 2024/25 Fire Appliance programme includes funding for equipment such as ladders and PPVs (Positive Pressure Ventilation fans) and LPPs (Light Portable Pumps). However, reduced lead times has led to the early delivery of the LPPs in 2023/24. Members are therefore asked to approve the bringing forward of £141k from the 2024/25 programme.
- 2.24 Rural firefighting equipment a list of options has been presented to SLT members and the preferred option has been agreed. It is expected that £85k of the total £100k budget will be slipped into the next financial year, approval for which will be sought from Members when the final outturn is known.

EQUIPMENT

- 2.25 Replacement Duty Rig: A delay in receiving premarket samples has impacted on procurement timelines. Trials of new uniform are nearing completion however bulk purchase lead times are estimated to be between 7-9 months meaning this project will not be completed until FY 2024/25. Members will be asked to approve the slippage of the budget at the end of the financial year.
- 2.26 Gas Tight Suits: an order has been placed for the replacement suits and these are due to be delivered and in service before the end of March.
- 2.27 A capital grant previously received for Marauding Terrorist Attack (MTA) equipment is held in the Capital Grant Unapplied reserve. It is expected that £4k of this grant will be spent in 2023/24 on equipment including digital voice recorders, with the rest being spent in 2024/25.
- 2.28 Personal Issue Dry Suits: the process of measuring/fitting individuals is currently underway and is around 70% complete. The dry suits are likely to be received around May or June, although it is possible that some boots and thermal items will be delivered before the end of the financial year. Slippage of the remaining budget will be requested when the final outturn is known.

- 2.29 A Contaminants Working Group has been convened to examine the risks posed by exposure to fire contaminants. The group has made recommendations including the purchase of additional personal protective equipment and cleaning and storage equipment totaling £87k. There is currently no provision for this expenditure in the 2024/25 capital budget and it is recommended that members approve the repurposing of the Emergency Services Mobile Communication Programme ESN (see paragraph 2.43), and that this budget be slipped to 2024/25 to support the contaminants workstream.

ESTATES

- 2.30 Access and Inclusion (£760k): due to the process of securing the finance for this project the construction programme was delayed until January 2024. Works have commenced at Bingham, Harworth, Ashfield, Misterton and Blidworth stations. The project is progressing well against the revised programme however it is likely that around £260k will be slipped into 2024/25.
- 2.31 Service Development Centre (£500k): work is underway to improve and refurbish welfare and training facilities, including the replacement of the Fire House control system. In addition, £500k has been built into the 2024/25 budget to further enhance on-site training provision. The expected spend in 2023/24 is £660k, which includes an additional £160k allocated to install BA Wash facilities at SDC and Mansfield Fire station for firefighter safety. The project is on programme to be completed in early April, however due to some changes to the works for unforeseen ground obstructions the initial valuation has been delayed, meaning a larger than estimated sum may need to be carried forward into 2024/25.
- 2.32 Electric Charging Points (£25k in 2023/24, £100k in 2024/25): this is for the cost of the installation of vehicle charging points at selected fire stations. In addition, funding has been secured from D2N2 shared public sector charging network for four sites. Orders will be raised for this work and a refund for the work will be received on proof of completion. These will be added to the programme once costs are known.
- 2.33 Energy Reduction and Decarbonisation (£50k in 2023/24, £250k in 2024/25): a consultant has been appointed to determine NFRS's roadmap to Net Zero Carbon, and the data gathering exercise is underway. Detailed surveys to decarbonise Eastwood and Highfields Fire Stations have been completed, leading to a Public Sector Decarbonisation Scheme grant application for Highfields. The £50k budget allocated to 2023/24 will be fully spent. A grant offer of £367k from the Public Sector Decarbonisation Scheme to fund the works to replace the gas boilers at Highfields has now been received, the £250k approved capital scheme for 2024/25 provides the match funding for the grant with any remaining budget to be used to fund the fees to design and undertake the works at Highfields.

- 2.34 Worksop Station opened in May 2022 and is fully operational. All the works and retentions have been paid, including a further £25k to resolve the heat pump technology issue. This additional £25k has been contained within the remaining budget. There is an overall underspend of £57k due to the value engineering on the construction phase.
- 2.35 Joint Headquarters: An increased alternative offer of £3 million for the sale of the former headquarters site, Bestwood Lodge has been conditionally accepted, subject to planning permission. This is an increase on the previous offer meaning higher than forecast fees are to be expected. Contracts are due to exchange this FY together with a payment of 10% of the capital receipt with completion and the remainder of the capital receipt expected in FY 2024/25.

ICT

- 2.36 Replacement Equipment £520k: the budget will fund any replacement equipment that is required to keep the Service's ICT provision robust and sustainable. The more significant projects include software replacement for the Wide Area Network (WAN) which is required for mobilising (£120k), laptop replacement (£100k) and devices on appliances (£90k).
- 2.37 CFRMIS (Community Fire Risk Management Information System): This project relates to systems and process improvements to drive efficient ways of working and business automation. £51k has been spent to date in 2023/24. Permission will be sought to slip the remaining budget to 2024/25 when the Final 2023/24 Outturn report is presented later in the year.
- 2.38 Cyber Security project: a consultant has been appointed to implement the system. £24k has been spent to date and it is likely that a further £17k will be spent in March.
- 2.39 Appliance Handheld Airwave Radio: this project involves the purchase of 30 handheld radios and aims to improve business continuity and resilience. An order has been placed totalling £40k and the radios are expected to be in service before the end of this financial year. An additional revenue contribution of £10k has been approved to fund the additional cost.
- 2.40 System upgrades: a budget of £30k is set aside to upgrade core systems to enable them to be maintained and supported. This is likely to be slipped into 2024/25.
- 2.41 Airwave – Mobilisation System DCS: the estimated outturn relating to this project is £73k compared with a budget of £60k, however the expenditure will be funded by the Tri-Service capital grant.
- 2.42 Tri-Service Control Project: it is expected that £188k will be spent in 2023/24 on the Systel MDT LEGO solution and servers, licenses, LAN and telephony. The budget for this was set at £103k but the expenditure will be funded by the Tri-Service capital grant.

- 2.43 Emergency Services Network (ESN)/Emergency Services Mobile Communication Programme (ESMCP): the national ESN programme has been paused, therefore the budget is not required at this time, it may need reinstating if the national programme recommences.
- 2.44 Tri-Service Mobilisation Infrastructure Replacement: no expenditure will be incurred this year and the £40k budget is likely to be slipped to 2024/25.
- 2.45 Replacement Mobilising System (RMS): £567k has been paid to date and no further payments are expected this year. A revised schedule is to be provided by the supplier and Members will be updated in due course. The remaining budget will be slipped to 2024/25.
- 2.46 RMS Server Costs: the implications of this work are still to be finalised. Expenditure is now expected to fall into the 2024/25 financial year. Members approved the use of £100k of revenue underspends to fund this project. As the funding will now need to be carried forward to next year, it is requested that Members approve the transfer of this funding to the RMS earmarked reserve (see also paragraph 2.13).

PRUDENTIAL CODE MONITORING

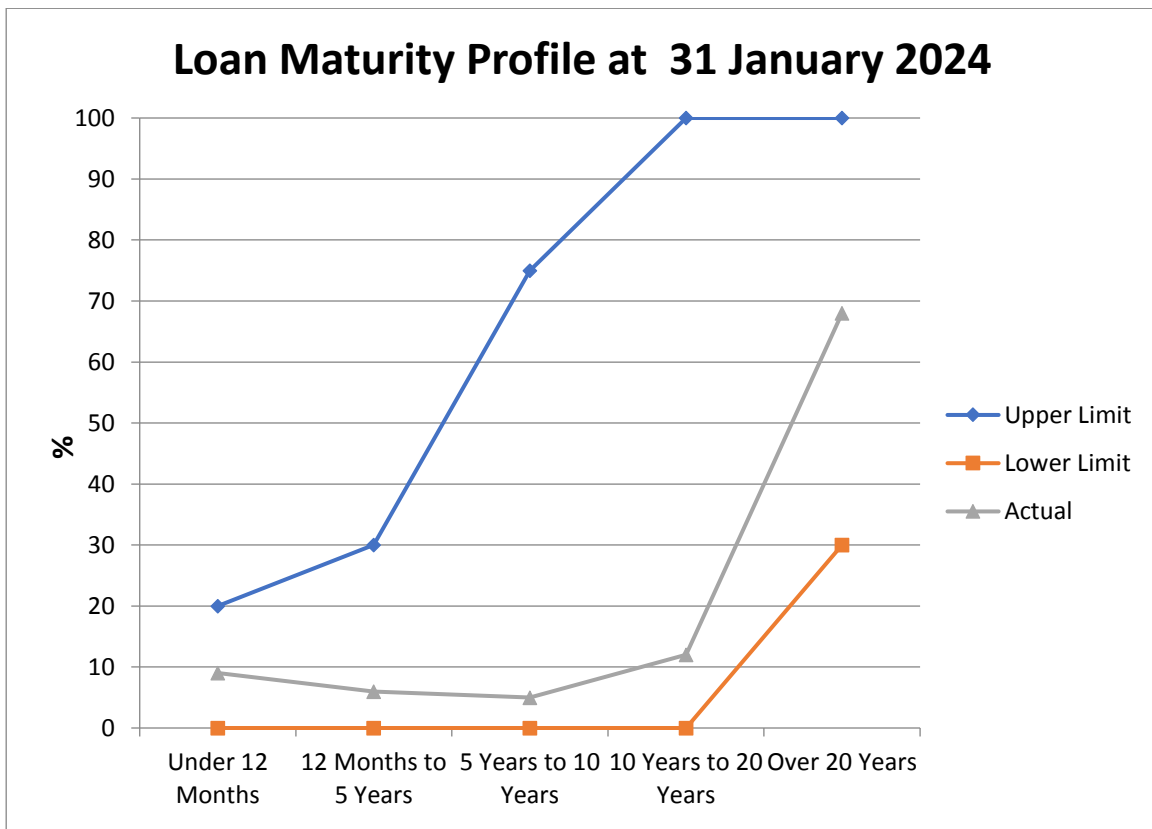
- 2.47 The Fire Authority approved the prudential indicators for 2023/24 at its meeting on 24 February 2023. The Prudential Code requires that performance against these indicators is reported to Members.
- 2.48 The approved indicators along with performance as of 31 January 2024 are shown in the table below. There are some indicators which cannot be calculated until the year end expenditure is known.

Table 3 - Prudential Code Monitoring

Prudential Indicator	Approved Indicator	As of 31 January 2024
Estimate of Ratio of Financing Costs to Net Revenue Stream	8%	Year End Only
Estimate of Total Capital Expenditure to be Incurred	£3,995,000	Year End Only
Actual Borrowing		£32,900,000
Estimate of Capital Financing Requirement	£30,646,000	£36,060,000
Operational Boundary	£36,901,000	£36,901,000
Authorised Limit	£41,591,000	£41,591,000
Upper limit for fixed rate interest exposures	100%	100%
Upper limit for variable rate interest exposures	30%	30%
Loan Maturity:	<u>Limits:</u>	

Under 12 months	Upper 20% Lower 0%	See Graph
12 months to 5 years	Upper 30% Lower 0%	See Graph
5 years to 10 years	Upper 75% Lower 0%	See Graph
Over 10 years	Upper 100% Lower 0%	See Graph
Over 20 years	Upper 100% Lower 30%	See Graph
Upper Limit for Principal Sums Invested for Periods Longer than 365 Days	£2,000,000	0
Upper limit for internal borrowing as a % of the Capital Financing Requirement	20%	10.21%

- 2.49 The Capital Financing Requirement (CFR) figure has been updated to reflect the forecasted closing balance. It has increased due the level of 2023/24 capital expenditure being higher than predicted when this indicator was initially approved by Members in February 2023. This is largely due to the amount of slippage from the 2022/23 capital programme.
- 2.50 The total borrowing at the end of January 2024 was £32.9m. This is below the CFR and within the Operational and Authorised Limits set out in Table 4. There is a £3m loan repayment due in March 24 which will be refinanced by further borrowing.
- 2.51 The loan maturity profiles are all within the limits set. These are best demonstrated by graph:



2.52 Investments as of 31 January 2024 totalled £9m. Investment rates are monitored by a benchmarking group including councils and police which is supported by Link Asset Services. As at the end of December 2023, NFRS weighted average rate of return was 4.86%, compared with a group average of 5.19%.

3. FINANCIAL IMPLICATIONS

The financial implications are set out in the body of the report.

4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS

There are no human resources or learning and development implications arising from this report.

5. EQUALITIES AND ETHICAL IMPLICATIONS

An equality impact assessment has not been undertaken because this report is not associated with a policy, function or service. Its purpose is to explain variances to the approved budget which reflects existing policies.

6. ENVIRONMENTAL AND SUSTAINABILITY IMPLICATIONS

There are no environmental and sustainability implications arising from this report.

7. LEGAL IMPLICATIONS

There are no legal implications arising from this report.

8. RISK MANAGEMENT IMPLICATIONS

Budget monitoring and the regular receipt of financial reports is key to managing one of the most significant risks to the organisation, that of financial risk. The process of budget monitoring is a key risk management control measure, as are the management actions which are stimulated by such reporting.

9. COLLABORATION IMPLICATIONS

There are no collaboration implications arising from this report.

10. RECOMMENDATIONS

It is recommended that Members:

- 10.1 Note the contents of this report.
- 10.2 Approve the transfer of £128k insurance claim income to a capital earmarked reserve (see paragraph 2.12).
- 10.3 Approve the transfer of the £100k budget for the Replacement Mobilising System (RMS) server costs to the RMS earmarked reserve (see paragraphs 2.13 and 2.46).
- 10.4 Approve the bringing forward of £141k from the 2024/25 approved capital programme to fund the purchase of light portable pumps (see paragraph 2.23).
- 10.5 Approve the repurposing of £87k of the Emergency Services Mobile Communication Programme ESN Emergency Services Network capital budget to fund the recommendations of the Contaminants Working Group, and approve the slippage of this funding to 2024/25 (see paragraph 2.29).

11. BACKGROUND PAPERS FOR INSPECTION (OTHER THAN PUBLISHED DOCUMENTS)

None.

Craig Parkin
CHIEF FIRE OFFICER

**REVENUE BUDGET MONITORING POSITION
AS AT 31 JANUARY 2024**

Budget Area	Annual Budget £'000	Revised Budget £'000	Exp to Date £'000	Forecast Outturn £'000	(Under) / Over Spend Against Revised budget £'000
Employees	39,942	40,106	32,531	39,552	(554)
Premises	4,111	4,317	3,855	4,247	(70)
Transport	2,220	2,224	1,934	2,325	101
Supplies & Services	4,392	4,577	4,305	4,812	235
Third Party	951	951	455	951	0
Support Services	171	171	81	171	0
Capital Financing Costs	2,692	3,661	3,193	3,589	(72)
Fees and Charges	(425)	(519)	(283)	(481)	38
Other Income	(4,088)	(4,526)	(3,582)	(4,853)	(327)
Net Cost	49,965	50,962	42,489	(50,313)	(649)
Financed by:					
Revenue Support Grant	(6,189)	(6,189)	(5,438)	(6,189)	0
Non-Domestic Rates	(11,286)	(11,286)	(9,335)	(11,286)	0
Council Tax	(29,746)	(29,746)	(29,746)	(29,746)	0
Pension Grant	(2,340)	(2,340)	(2,340)	(2,340)	0
Earmarked Reserves	(404)	(1,401)	(997)	(997)	404
General Reserve	0	0	0	245	245
Funding Total	(49,965)	(50,962)	(47,856)	(50,313)	649
Total	0	0	(5,367)	0	0

ESTIMATED RESERVE POSITION AT 31 JANUARY 2024

Reserve	Opening Balance* 01/4/23 £'000	Movement During 2023/24 £'000	Closing Balance 31/3/24 £'000
Resilience Crewing and Training	36	(2)	34
Prevention Protection and Partnerships	261	102	363
Business Systems Development	59	0	59
Transformation and Collaboration	360	(61)	299
Operational	480	(360)	120
Covid-19	15	(15)	0
ESN Reserve	900	0	900
replacement Mobilising System	619	(269)	350
Headquarters move	49	(49)	0
Budget Pressure Support	1,125	0	1,125
Efficiency Programme	900	(329)	571
Other	370	(14)	356
Estates	62	0	62
Earmarked Reserve Total	5,236	(997)	4,239
General Reserve	4,961	245	5,206
Total	10,197	(752)	9,445
ESMCP Regional Reserve	101	0	101
Total	10,298	(752)	9,546

*Provisional opening balance figures

CAPITAL - BUDGET MONITORING REPORT – JANUARY 2024

Scheme	Revised Budget 2023/24 £'000	Actual Expenditure 2023/24 £'000	Forecast Outturn 2023/24 £'000	(Under)/Overspend Against Revised Budget £'000
Transport				
Special Appliances	1,355	0	394	(961)
Light Vehicle Replacement	346	209	291	(55)
Fire Appliances	2,840	2,830	3,410	570
Rural Equipment	100	0	15	(85)
	4,641	3,039	4,110	(531)
Equipment				
Replacement Duty Rig	100	0	0	(100)
Gas Tight Suits	50	0	50	0
BA Quick Connect Cylinder Valve	50	50	50	0
Digital Voice Recorders (MTA Grant)	12	1	4	(8)
Personal Issue Dry Suits	65	0	5	(60)
	277	51	109	(168)
Estates				
Access and Inclusion	760	39	500	(260)
Training Development Centre (including BA Wash Facilities)	660	120	660	0
Electric Vehicle charging points	25	5	25	0
Estate Energy Reduction and Decarbonisation	50	10	50	0
Workshop Fire Station	192	115	135	(57)
Joint Headquarters	230	185	190	(40)
	1,917	474	1,560	(357)
IT & Communications				
Replacement Equipment	520	141	520	0
CFRMIS Quick Screens	100	51	51	(49)
CFRMIS Accessibility	150	0	0	(150)
Cyber Security	46	24	41	(5)
Appliance Handheld Airwave Radio Addition	30	0	40	10
Payroll, Finance and OHU Upgrade	30	(2)	0	(30)
Upgrade of Switches - Estate Wide	0	6	6	6

Scheme	Revised Budget 2023/24 £'000	Actual Expenditure 2023/24 £'000	Forecast Outturn 2023/24 £'000	(Under)/ Overspend Against Revised Budget £'000
Airwave - Mobilisation system DCS	60	0	73	13
ICT Sharepoint Internet/Intranet	13	0	13	0
Tri-Service Control Project	103	(57)	188	85
Cloud Migration	30	12	30	0
ESMCP Grant from DCLG (ESN)	41	0	0	(41)
Emergency Services Mobile Communication Programme ESN	100	0	0	(100)
Tri Service Mobilisation Infrastructure Replacement	40	0	0	(40)
Replacement Mobilising System	970	0	567	(403)
RMS server Costs	100	0	0	(100)
Rostering	0	14	14	14
	2,333	189	1,543	(790)
Total	9,168	3,753	7,322	(1,846)
Financed by:				
Capital Grant	12	1	265	253
Capital Receipts	3,310	0	610	(2,700)
Revenue Contribution to Capital and Earmarked Reserves	595	577	920	325
Borrowing	5,251	3,175	5,527	276
Total	9,168	3,753	7,322	(1,846)

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NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

Nottinghamshire and City of Nottingham
Fire and Rescue Authority
Finance and Resources Committee

CORPORATE RISK MANAGEMENT

Report of the Chief Fire Officer

Date: 22 March 2024

Purpose of Report:

To provide Members with an overview of the corporate risk management process including the current version of the Corporate Risk Register.

Recommendations:

It is recommended that:

- Members endorse the Service's approach to managing the key risks to the Authority.
- Members note the most recent version of the Corporate Risk Register detailed in Appendix A.

CONTACT OFFICER

Name :	Damien West Assistant Chief Fire Officer
Tel :	0115 8388100
Email :	damien.west@notts-fire.gov.uk
Media Enquiries Contact	Corporate Communications Team 0115 8388100 corporatecomms@notts-fire.gov.uk

1. BACKGROUND

- 1.1 This report provides an overview of the current levels of risk facing the Authority.
- 1.2 At the Finance and Resource Committee meeting in April 2023, it was agreed that the frequency of this report would be extended to six monthly following a reduction in the overall levels of risk facing the Authority against previous reports.
- 1.3 The Service continues to follow a robust risk management process, enabling the consideration of key external and internal risks as part of the management decision-making process.
- 1.4 By establishing a systematic approach to identifying, assessing, and managing risk, the Service aims to continually improve the Authority's governance, increase accountability, and enhance overall performance.

2. REPORT

- 2.1 The Authority's Corporate Risk Register (CRR) details those risks that are significant enough to warrant oversight by a Principal Officer. Specific risk control measures are put in place to reduce the likelihood and/or impact of a risk occurrence where this is felt to be practicable and/or appropriate.
- 2.2 A copy of the Service's current CRR can be found in Appendix A. This is subject to a monthly full review in each of the identified risk areas.
- 2.3 Many of the risks to the Authority are driven by external forces. For example, budgets, the firefighters pension scheme, and mobilising.
- 2.4 A high level summary of current risks facing the Authority, based on the residual risk ratings, is as follows:

Risk Reference	Risk Title	Risk Rating	Change in Risk
Risk 2	Firefighters Pension Scheme	12 high	No change
Risk 15	Service Reputation	12 high	No change
Risk 9	Availability of Resources	12 high	Increased from 8 - M
Risk 1	Balanced Budget	8 medium	Reduced from 12 – H
Risk 3	Mobilising	12 medium	Reduced from 16 – VH
Risk 4	Employee Engagement	6 medium	Reduced from 9 - H
Risk 5	Workforce Sustainability	6 medium	Reduced from 9 – H
Risk 6	Preventable Deaths	10 medium	No change
Risk 7	Health, Safety and Welfare	8 medium	No change

EXCEPTION REPORTING: RISK AREAS DEEMED 'VERY HIGH'

- 2.5 In the last report, Members will be aware that there was one area of risk reporting at the highest level of 'very high' – mobilising. For this report, there are now no areas of risk reporting at this level.
- 2.6 Risk 3 – relating to mobilising, has been reduced to a rating of 'high' following a review of the current residual risk. Mitigations, including revised business continuity planning, development across key workstreams, the approval of a further 'lot' in the procurement of the replacement mobilising system, and continued oversight, management and scrutiny in place, has reduced this risk. Residual risks do continue in relation to disaggregation of the current Tri-Service approach, however these continue to be managed proactively.

RISK MONITORING

- 2.7 There are no new identified risks areas facing the Authority since the previous report.
- 2.8 All risk areas have been reviewed and there is a downward trend in relation to risks facing the Authority in this period with the exception of one risk, availability of resources:
- a) The agreement of the 2024/25 budget, including setting of the precept for local council tax, has given stability to the immediate term in relation to delivering a balanced budget (Risk 1).
 - b) The likelihood of risks arising from employee engagement (Risk 4) have reduced through continued, proactive engagement with the workforce and representative bodies. Whilst there continues to be a number of national considerations in relation to this area of risk, local relations and engagement remain positive. Revised business continuity plans for key areas of service delivery ensure that mitigations are in place should this risk increase.
 - c) The likelihood of risk arising from workforce sustainability (Risk 5) has also reduced through continued, focussed workforce planning and recruitment. Steps have been taken to address a deficit in the wholtime establishment with twenty new firefighters due to start their training in April 2024. There has also been a reduction in turnover of personnel within the On-Call workforce and recruitment of 24 new trainee firefighters to this duty system. A previous increase in leavers, and challenges recruiting to vacant support roles, has been addressed through recruitment and retention enhancements, and the Service is seeing a lower turnover of personnel in these positions too.
 - d) Absence levels are proactively monitored and managed to ensure that emerging issues and trends are identified and addressed.

- e) The risk of availability of resources (Risk 9) has increased from medium, to high risk, due to an increase in the likelihood of disruption to the availability of resources, specifically fire appliances and equipment. The Service currently faces a number of potential risks in relation to the procurement of new appliances in relation to availability, costs and timescales, as well as challenges to the supply chain for new equipment and maintenance parts. This risk continues to be monitored closely by Service management with engagement with suppliers continuing both directly and through the National Fire Chiefs' Council (NFCC).

ASSURANCE

- 2.9 The Authority has an agreement with Nottinghamshire County Council for the provision of internal audit services, and an Internal Audit Charter which was adopted in 2022. This cycle of audit reviews the key areas of governance, risk management and control environment over a multi-year cycle.
- 2.10 This year's internal audit programme concludes at the end of March 2024 and will be reported to Members at a future meeting.

3. FINANCIAL IMPLICATIONS

There are a no financial implications arising from this report.

4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS

There are no human resource or learning and development implications arising from this report.

5. EQUALITIES AND ETHICAL IMPLICATIONS

- 5.1 An equality impact assessment has not been undertaken because this report consolidates existing work streams that may themselves be subject to an equality impact assessment.
- 5.2 The monitoring and management of key risks ensures that the Service continues to deliver an efficient, effective and professional service to communities. Management of the key risks ensure that effective leadership is demonstrated, in line with the Fire Service Core Code of Ethics.

6. ENVIRONMENTAL AND SUSTAINABILITY IMPLICATIONS

There are no environmental or sustainability implications arising from this report.

7. LEGAL IMPLICATIONS

There are no legal implications arising from this report.

8. RISK MANAGEMENT IMPLICATIONS

- 8.1 The failure of the Authority to effectively manage the risks to which it is exposed poses additional risk in itself, particularly where there is a systemic failure. Risk management is a key element of the corporate governance framework and it is imperative that risk identification and management is both up-to-date and embedded in the decision-making, governance and scrutiny processes of the Authority.
- 8.2 This report, and the proactive management of the risks highlighted, ensures an effective approach and awareness of corporate risks, their mitigations, and residual risk to the Authority.

9. COLLABORATION IMPLICATIONS

There are no collaboration implications arising from this report.

10. RECOMMENDATIONS

It is recommended that:

- 10.1 Members endorse the Service's approach to managing the key risks to the Authority.
- 10.2 Members note the most recent version of the Corporate Risk Register detailed in Appendix A.

11. BACKGROUND PAPERS FOR INSPECTION (OTHER THAN PUBLISHED DOCUMENTS)

None.

Craig Parkin
CHIEF FIRE OFFICER

Corporate Risk Register



NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

March 2024

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Corporate Risk Register

The Corporate Risk Register provides information on the very high and high risks in the Service. The document also assesses the likelihood and impact of each risk.

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Residual Risk Changes		Page 4
Risk Register	Risk 1	Inability to set a balanced budget
	Risk 2	Firefighter's Pension Scheme – impact of McCloud remedy and other ongoing legal cases.
	Risk 3	Mobilising
	Risk 4	Employee engagement
	Risk 5	Workforce sustainability
	Risk 6	Preventable deaths
	Risk 7	Health, Safety, and Welfare
	Risk 8	Emergency Services Network- Removed March 2023
	Risk 9	Availability of resources
	Risk 10	REMOVED April 2022
	Risk 11	Legal knowledge- REMOVED March 2023
	Risk 12	Programme governance- REMOVED March 2023
	Risk 13	Environmental impact- REMOVED March 2023
	Risk 14	REMOVED April 2022
	Risk 15	Corporate Reputation
Document Control		Last update- March 2024 MR
Revision Record		See last page of document

Introduction

Nottinghamshire Fire and Rescue (NFRS) Corporate Risk Register (CRR) is used to identify, analyse and prioritise those risks that may affect the ability of the Service to achieve its Strategic Objectives, as detailed within the Community Risk Management Plan (CRMP).

The following Matrix is used to assess the level of risk posed to the service. Risks which pose a high or very high risk are recorded, managed and monitored via the corporate risk register with oversight at a Strategic Level.

L I K E L I H O O D	5	Medium	High	V High	V High	V High
	4	Medium	High	V High	V High	V High
	3	Medium	Medium	High	High	High
	2	Low	Low	Medium	Medium	Medium
	1	Low	Low	Low	Low	Low
		1	2	3	4	5
		IMPACT				

Likelihood		
Rating	Score	Likelihood issue will occur
Almost Certain	5	Almost certain within the coming year.
Likely	4	Very likely to occur in coming year
Possible	3	More likely than not in coming year
Unlikely	2	Potential, but not often
Rare	1	Little evidence of occurrence
Impact		
Rating	Score	Impact of issue occurring
Severe	5	Permanently or long disruption
Major	4	Medium-term disruption
Moderate	3	Short term disruption
Minor	2	Day to day management
Negligible	1	Little or no impact on Service



Residual Risk Rating

Risk Rating		Very High	High	Medium	Low	
Likelihood Page 37	5					
	4					
	3			4 Employee engagement 5 Workforce sustainability	2 Pensions 15 Service reputation 9 Availability of resources 3 Mobilising	
	2				7 Health, Safety and Welfare 1 Budgets	6 Preventable Deaths
	1					
		1	2	3	4	5
Impact						



Risk 1	Inability to set a balanced budget and to contain spending within existing budgets		
CRMP: Strategic Goal 6: We will manage and invest in our Service to ensure it is fit for the future.			
Risk Owner: Head of Finance (on behalf of the CFO)			
Risk Description	Owner Assurance Commentary	Key Projects	
<p>Medium term risk of not being able to set a balanced budget due to uncertain funding position and economic climate.</p>	<p>MTFS considered all aspects of funding and expenditure – reported to Fire Authority in December 2023. The £5 referendum limit was not granted from government in the final settlement and therefore the maximum limit for council tax increase is 2.95%</p> <p>A one-year funding settlement for 2024/25 leaves uncertainty over funding beyond 2024/25. NFRS was granted additional funding of 4% for the funding guarantee. This resulted in additional funding of £738k for 2024/25 only.</p> <p>The General Election is expected during 2024 which could lead to political change for financial years 2025/26 onwards.</p> <p>At the February Fire Authority meeting the fire authority approved the recommendation a of 2.95% council tax increase. This will leave a deficit in 2024/25 of £138k, this will be able to met from the reserves. This establishes the budget for the next 12 months.</p>	<p>Futures 2025 Efficiency Strategy Phase 2.</p> <p>Reserves Strategy.</p> <p>Medium-Term Financial Strategy (MTFS).</p> <p>Capital Strategy</p> <p>Treasury Management Strategy / Prudential Code</p> <p>Comprehensive Spending Review</p> <p>Implementation of McCloud remedy (see Risk 2)</p> <p>Appointed a Head of Finance / Treasurer role</p>	
<p>Key risks are:</p> <ul style="list-style-type: none"> • One year funding settlement • General Election creating political uncertainty • Inflation uncertainty • Pay award uncertainty • Reliance on one off grants • Cost of Living Crisis • Risk of not delivering savings through Efficiency Strategy 	<p>Careful use of reserves going forward to provide resource to support and deliver Futures 2025 Efficiency Strategy to enable a balanced budget to be set in future years.</p> <p>Participation in devolution discussions to protect financial position of the Authority.</p>		

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Corporate Risk Register



<ul style="list-style-type: none"> Current vacancy in Head of Finance role creates a knowledge gap and potential lack of overview of the budget process. 				Rigorous budget monitoring procedures in place. Budget monitoring reported regularly to SLT and Finance and Resources Committee.							
Inherent Risk Score					Residual Risk Score						
Likelihood	3	Impact	4	Total	12(H)	Likelihood	2	Impact	4	Total	8 (M)



Risk 2	Firefighter’s Pension Scheme – impact of McCloud remedy and Matthews / O’Brien Case.	
CRMP: Strategic Goal 6: We will manage and invest in our Service to ensure it is fit for the future.		
Risk Owner: Head of Finance (on behalf of the CFO)		
Risk Description	Owner Assurance Commentary	Key Projects
<p>Although legislation has now been laid before parliament there remain some uncertainties around how to implement some of the more complex areas.</p> <p>There remains a lack of national guidance in some areas of the legislation.</p> <p>Increased complexity and additional associated workload for NFRS staff and pension administration will have impact on ability to meet the 18-month deadline for implementation.</p> <p>There is a national shortage of skilled personnel in this area, and it is expected that the Service will experience significant difficulties in appointing staff with appropriate knowledge to implement the legislation.</p> <p>There is a risk that national advice will not be in place in order to implement all aspects of the legislation.</p>	<p>Legislation has now been laid before Parliament for both the McCloud remedy and Matthews / O’Brien case. Both pieces of legislation became live from October 23. This has reduced the uncertainty and risk level related to these cases. It also reduces the risk of test legal claims against the Authority.</p> <p>The Service now has 18 months to ensure that the legislation is implemented.</p> <p>The Service’s Pension Scheme Administrators – West Yorkshire Pension Fund (WYPF) provide services to about half of the Fire Services and have significant specialist knowledge which NFRS has access to.</p> <p>Use of shared pension expertise with Leicestershire and Derbyshire Fire Services.</p> <p>Budget provision for additional internal pension resources, although this is proving difficult to source. Approval of a fixed term role within POD team to manage the administration of the Matthews/McCloud exercise which is likely to be a 2-year project commencing October 23. In addition, a temporary Payroll /Pensions role has been appointed to help the payroll team with the backlog of work (Feb 2024). This will be funded from the grant The Payroll team has been restructured to reflect the increasing workload relating to pensions. The new permanent post of Deputy Payroll and Pensions role is out to advert with 6</p>	<p>Implementation of McCloud remedy.</p> <p>Monitoring of situation by Scheme Manager and Local Pension Board.</p> <p>Regular updates to Policy and Strategy Committee.</p> <p>Involvement of Head of Finance and scheme administrators at national level.</p> <p>Review of pension resources</p>

Corporate Risk Register



The service may not be able to deliver a timely and accurate pension administration service.		applications. The interviews are to take place at the end of February.									
The national costs of implementing the remedy are likely to be significant and some of these are expected to fall to individual Fire Authorities.											
Inherent Risk Score					Residual Risk Score						
Likelihood	3	Impact	4	Total	12(H)	Likelihood	3	Impact	4	Total	12(H)

Risk 3	Mobilising	
CRMP: Strategic Goal 3: We will respond immediately and effectively to emergency incidents.		
Risk Owner: Assistant Chief Fire Officer: Strategic Collaboration Lead		
Risk Description	Owner Assurance Commentary	Key Projects
Service is unable to receive and act on emergency calls in contradiction of statutory duty.	The Service along with Derbyshire Fire and Rescue Service (DFRS) are in current negotiations to agree a contract extension with Systel, the mobilisation provider. This will cover the period between the end of the existing contract and the 'Go live' of the new replacement mobilising system.	Tested BCPs exist where alternative mobilising arrangements are in place, reliance on communication equipment is critical and therefore such equipment must be maintained operationally robust and resilient.
Replacement Mobilising System (RMS) Failure to procure and deliver new mobilising system	To enable the above, the Service & DFRS also need to enter into a 'Hosting Agreement' with Leicestershire FRS (LFRS). Negotiations continue to facilitate this.	Familiarity and BCP confidence has developed within control rooms, continual support and communication to be provided to control staff.
	The ongoing situation is monitored by the Tri-Service Executive Board, with legal, contractual, and technical workstreams being undertaken to reduce and mitigate risk.	Testing and exercising schedule in place and reviewed annually.
	Joint Fire Control has business continuity plans in place for failure of mobilising system and other disruptive events. These plans are practiced on a regular basis due to numerous live events. BCM Plans are being reviewed and amended to reflect new working arrangements.	Systel performance, monitoring ongoing by the Tri-Service Exec Board
	LFRS are withdrawing from Tri-Service arrangements by the end of the current contract with Systel in Oct 24. As a result, this adds further complications to both existing and future working arrangements, increasing the level of complexity in the current contract, due to the steps required to disaggregate current tri arrangements. Work will need to be undertaken to disaggregate LFRS from current arrangements.	Replacement Mobilising System has dedicated project and governance framework, which reports into both Derbyshire and Nottinghamshire FRS's and Fire Authorities.
		A disaggregation working group has been established, which will report into existing Tri-Service governance. The group will oversee the disentanglement of LFRS from the tri-service.
		A BCM working group has been established to oversee changes in the provision of both the mobilising system and working arrangements and

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Page 43	<p>Replacement Mobilising System (RMS)– a current project is underway to specify and procure a new mobilisation system. Both NFRS & DFRS Fire Authorities have approved capital budgets to support investment. In 2024/25 £2m capital costs have been added to the capital budget a further £1m in 2025/26 and £300k in 2026/27</p> <p>To date the have procured a number of key elements of a new system, and have begun the design and build of the new RMS</p> <p>. This is subject to approval at February Fire Authority.</p>	<p>their impact on BCM practices/arrangements, to ensure the appropriate level of resilience.</p> <p>A temporary Assistant Chief Fire Officer has been appointed to protect the interests of both DFRS and NFRS, and to oversee all mobilisation interrelated workstreams.</p>
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Inherent Risk Score					Residual Risk Score						
Likelihood	3	Impact	5	Total	15 (H)	Likelihood	3	Impact	4	Total	12 (H)

Risk 4	Employee engagement	
CRMP: Strategic Goal 4: We will continue to support and develop our workforce and promote an inclusive Service, further supports the Service commitment to EDI.		
Risk Owner: Assistant Chief Fire Officer: Corporate Services		
Risk Description	Owner Assurance Commentary	Key Projects
Negative employee relations.	Engagement through Panels with the JCNP arrangements. On-going consultation with representative bodies on issues affecting the workforce.	Open communications including effective use of technology to publish key decision minutes. Ensure engagement with employee networks.
Risk that the Service will be unable to effectively deliver high quality services or improvements due to a lack of employee engagement and/or low morale.	SLT champion positive engagement with staff and representative bodies using a variety of channels.	2 -yearly employee survey to identify areas for improvement and address via action plan.
Lack of connection with under-represented employees within our workforce potentially leading to discontent and disengagement	Organisational Development and Communications strategy focus upon staff engagement. Promotion and support of employee networks to influence and feedback on key issues.	Employee networks
Potential impact of functional reviews arising from the Futures 25 programme in specific work areas.	Engagement with representative bodies and impacted employees as an integral part of functional reviews to ensure all views are heard and any proposed changes are subject to consultation. Input into consultation processes via the LGA at strategic and Authority level. Maintaining an overview of national pay issues and communicating to employees. Planning for potential industrial action at the appropriate time as part of business continuity arrangements.	Futures 25 programme Business Continuity arrangements.
At a national level, the LGA is engaging in pay negotiations (annual cost-of-living increases) with the employee side to establish a pay offer for 2024-25. This has the potential for future industrial action	Pension issues are being managed through the Pensions Scheme Manager to mitigate any risks, deal with issues as	Management of pensions changes arising from changes to regulations.

Corporate Risk Register



<p>The outcomes from the Firefighter national pension tribunals (McCloud and Matthew cases) may result in individual or collective changes which could result in IDRPs, pension ombudsman or High Court or Tribunal Claims.</p>					<p>they arise and referral of policy decisions to the Fire Authority and reports to the Pension Board. The Service engages with the LGA (Fire Pensions Team) and national legal advisors for guidance on application and interpretation of the Regulatory process. Employees or retired members will be kept informed and contacted in relation to their situation.</p>									
Inherent Risk Score						Residual Risk Score								
Likelihood	2	Impact	3	Total	6 (M)	Likelihood	2	Impact	3	Total	6 (M)			

Risk 5	Workforce sustainability	
CRMP: Strategic Goal 4: We will continue to support and develop our workforce and promote an inclusive Service, further supports the Service commitment to EDI.		
Risk Owner: Assistant Chief Fire Officer: Corporate Services		
Risk Description	Owner Assurance Commentary	Key Projects
Inability to maintain sufficient or adequate workforce to meet service requirements, competency of staff, loss of corporate memory and business continuity issues.	Annual workforce plan, provides an overview of workforce projections and identifies key priority areas. This supports planning for anticipated vacancies and recruitment to key roles.	SLT monitor key performance metrics including workforce numbers, turnover, skills and competencies and workforce requirements. BCM exercise programme coordinated by Risk and Assurance Team.
Wholetime workforce Page 46	L&D ensures delivery of effective acquisition and revalidation of operational training against national standards. 3-year training plan has been developed integrating revalidation of all operational core competencies.	L&D assurance function in place with Service Delivery. Decision taken by SLT to authorise Firefighter recruitment, commencing early 2024 and to recruit to full establishment.
	The Service maintains a close overview of potential retirements/turnover as part of workforce planning so that it can respond to projected gaps. It should be noted that an outcome from the Firefighter Pension Scheme remedy changes may result in a higher level of potential wholetime (WDS) retirements for those who are eligible to retire under 1992 FPS benefits during 2024-25.	Establishment (Filling the gap) workforce planning board
	Steps have been taken to address deficiencies in the WDS establishment and ridership caused by the decision not to recruit in 2022. In April 2024, 20 trainee	



<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 47</p> <p>On-call recruitment</p>	<p>firefighters will commence a WDS courses and four On Call firefighters will migrate to WDS. This will result in a balanced WDS Establishment of 431. Projected retirements in 2024/25 will be balanced by a further WDS course of 12 trainee firefighters in January 2025 and the use of the transferee holding list following the successful transferee process in 2023/24 (that resulted in 15 firefighters joining the service).</p> <p>There has been a reduction in turnover levels within the OnCall workforce (estimated to be up to +14 at the end of 2023/24) and the recruitment of 24 new trainees during 2024-25 which will support OnCall availability. Recruitment to On Call roles continues to present a challenge, and alongside the retention of existing On Call firefighters, remains a priority. A dedicated OnCall Support Team manages OnCall recruitment campaign throughout the year.</p> <p>A previous increase in turnover and challenges in recruiting to appointments to support roles has been addressed through recruitment and retention enhancements to make the Service a more attractive employer and reduce vacancy time. There has been a reduction in turnover levels for employees in support roles during 2023-24.</p>	
<p>Support roles</p>	<p>Absence levels are monitored and managed to ensure that any issues are identified quickly. Ongoing support for employees via the OH team to address health issues and support return to work. Benchmarking against national sector absence rates ensures that the Service has realistic and meaningful targets.</p>	

Corporate Risk Register



Sickness absence levels may impact upon service delivery.											
Inherent Risk Score					Residual Risk Score						
Likelihood	2	Impact	3	Total	8 (M)	Likelihood	2	Impact	3	Total	6 (M)

Risk 6	Preventable deaths	
CRMP: Strategic Goal 1: We will help people stay safe from fires and other emergencies.		
CRMP: Strategic Goal 2: We will improve fire safety in the buildings people live and work in.		
Risk Owner: Assistant Chief Fire Officer: Service Delivery		
Risk Description	Owner Assurance Commentary	Key Projects
<p>The risk that a person will die in an incident, where the Service failed to put in place an intervention which would have reduced the risk, or where an intervention was ineffective</p>	<p>A Community Safety Strategy is in place. District profiles that inform Service activity. District Prevention Officers engaged in local Partnerships to identify vulnerable individuals.</p> <p>Wholetime stations develop a quarterly Community Safety Plan and On Call stations submit a 'community engagement proposal' for approval to ensure that their prevention activities are targeted to those most at risk. They also support national prevention campaigns through local activity.</p> <p>15,000 Safe and Wells Visits will have been undertaken in 2023/24. The majority of these are identified through partner referrals from organisations that have been trained in fire risk and our person-centred CHARLIE profile by NFRS. Others are identified from our risk stratification index that uses various data sources to identify high risk domestic premises, or follow significant incidents that heighten then communities interest in adopting safety measures.</p> <p>Safelincs online fire safety portal for low-risk members of the community who don't qualify for a Safe and Well Visit</p>	<p>. (DiCE)</p> <p>Communications steering group linked in with national NFCC campaigns, with a populated campaigns calendar.</p> <p>Further referrer training for partners and other agencies to ensure effective referral of vulnerable people.</p> <p>Community Engagement Officer promoting Fire safety messages and understanding in minority communities.</p> <p>'Resourcing to Risk' project</p>

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<p>Page 50</p>	<p>Data led Safe and Well now in use to target resources to risk plus</p> <p>Review of Prevention Department to ensure we resource to risk and embed community engagement activities</p> <p>Information sharing with the new Building Safety Regulator</p> <p>Fire investigations to identify learning.</p> <p>FI team inform Strategic Leadership Team of outcome, background of individual and cause as soon as practicable after the initial investigation.</p> <p>Serious incident review panel in place to review incidents and Service actions as soon as practicable after the incident.</p> <p>Information sharing across Service departments to learn from events - High Rise Residential Group review information sharing across the Service.</p> <p>Engaged in Nottinghamshire Road Safety Partnership meetings to coordinate road safety initiatives.</p> <p>Prevention & Protection activities are evaluated and quality assured. These processes are reported and monitored through the quarterly evaluation and assurance board.</p>	
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<p>Page 51</p>	<p>Engagement of Occupational Therapist to ensure effective engagement with most vulnerable and referrals to partners, including Case Meetings.</p> <p>Increase in productivity relating to SWVs and Audits – detailed within the Community Risk Management Plan.</p> <p>Attendance and information sharing at MASH and City Social Care teams.</p> <p>Online platform on Internet site for Responsible Persons to report fire safety defects in line with the Fire Safety (England) Regulations</p> <p>Revised Risk Based Inspection Programme</p> <p>The Service resources to risk. An independent review of Fire Cover is regularly undertaken with the next one scheduled for 2024/25. As a result of the last Fire Cover Review, Ashfield Fire Station returned to 24/7 wholetime cover in November 2023 which improves our response to incidents.</p> <p>Various mechanisms are in place to keep as many of our appliances available as we can at all times (detachments, On Call Support Team mobilisation, short crewing etc.). A carefully considered Degradation Procedure is in place to ensure that best response coverage is achieved at times where resources are unavailable.</p>	
<p>Inherent Risk Score</p>		<p>Residual Risk Score</p>

Corporate Risk Register



Likelihood	4	Impact	5	Total	20 (VH)	Likelihood	2	Impact	5	Total	10 (M)
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Risk 7	Health, Safety, and Welfare	
CRMP: Strategic Goal 3: We will respond immediately and effectively to emergency incidents.		
Risk Owner: Assistant Chief Fire Officer: Service Delivery		
Risk Description	Owner Assurance Commentary	Key Projects
<p>The risk arising from the hazards associated with the Service's activities which may cause injury, ill-health or death to employees and/or non-employees and could result in both criminal and civil sanctions, reputational damage and negative effects on service delivery and employee morale.</p>	<p>The existence of the safety management system and availability of 'competent persons' to advise the Service of its duties.</p> <p>Governance arrangements:</p> <ul style="list-style-type: none"> • SHSWC oversight of accidents/ near miss occurrences • SDEAG oversight for operational competence • JOL/NOL monitored through Strategic Resilience Group and Ops Learning Board 	<p>Health and Safety:</p> <ul style="list-style-type: none"> • New five year plan being produced by Health and Safety Team which looks at all aspects of service health safety and welfare practices. New H&S statement agreed. • A Communications Plan is currently being devised in line with National campaigns, and internal stakeholders. The communications plan will provide details of projects for H&S team and internal communications will be used to cascade information, as well as positive articles to keep Safety as part of the Service News. E.g. News on MyNet, informative, OAB etc.
<p>Risk of inaccurate or incomplete risk information being available to crews on the incident ground via the MDT</p>	<p>Premises risk information gathering process provides a structured methodology for assessing the risk from hazards associated with specific operational sites.</p>	<p>Operational Preparedness:</p> <ul style="list-style-type: none"> • Annual exercise programme, Incident monitoring and Station based audit programme. These programmes are refreshed annually. New core competence training programme completed for 2024/25
<p>Risk arising from not reviewing and implementing improvements based on the recent national reviews of the effects of contaminants</p>	<p>Operational risk information includes Site Specific Risk Information, Operational Guidance, Crash Data and Chem Data.</p> <p>Operational Training- All acquisition, maintenance of competence and revalidation training is aligned to National Operational Guidance or the relevant industry standard</p> <p>Risk and Assurance Team facilitates learning from operational incidents and exercises through an established debrief and monitoring process to ensure active learning.</p>	<p>Operational Risk information:</p> <ul style="list-style-type: none"> • Intensified ICT support to improve turnaround times when MDT failures reported. Supplier has recruited new engineer. Ongoing works within ICT on MDT platform. • Systems in place to allow for more frequent remote checking of functionality and updating of MDT risk data.



<p>Establish methodology of learning from national events such as GTI and MAI- scrutiny through CRMP AM and FA.</p> <p>Service learning from major events affecting FRSs via NOL/JOL to Service Health, Safety and Welfare Committee</p> <p>Contaminants Working Group established to lead on recommendations in this area.</p>					<ul style="list-style-type: none"> Project includes the accessibility of risk information on a secondary device to provide resilience in case of MDT failure. Longer term programme of work initiated in relation to the future provision of a mobilising system for the Service. <p>Contaminants work group:</p> <ul style="list-style-type: none"> Contaminants working group established. Recommendations..... (these are coming to AMT on 05/03 Matt -can we update straight after?) 						
Inherent Risk Score					Residual Risk Score						
Likelihood	4	Impact	5	Total	20 (VH)	Likelihood	2	Impact	4	Total	8 (M)

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Risk 9	Availability of resources	
CRMP: Strategic Goal 3: We will respond immediately and effectively to emergency incidents.		
CRMP: Strategic Goal 6: We will manage and invest in our Service to ensure it is fit for the future.		
Risk Owner: Assistant Chief Fire Officer: Corporate Services		
Risk Description	Owner Assurance Commentary	Key Projects
<p>The risk that the Service will lose widespread access to key resources – premises, equipment, ICT systems/employees, Airwave TE02 Radio Licence impacting its ability to deliver services</p> <p>Risk of Cyber attack affecting service systems and data- potential for impact on service delivery areas</p> <p>Risk that the service cannot maintain its current fleet of operational vehicles due to the availability of spare parts which are severely impacted through global supply chain issues.</p> <p>Risk of lack of Resilience around rescue from height and water tower capability arising from the long term mechanical failure of north ariel ladder platform</p> <p>Risk associated with framework contract for provision of legal services.</p>	<p>Business continuity plans are in place. BCM plans to be reviewed, with testing and exercising on a programmed, auditable basis. These plans cover all foreseeable business disruption events such as loss of staff, power, fuel etc.</p> <p>The Service has specific ICT disaster management plans in place, BCM actions and procedures for out-of-hours response. The Service is moving to cloud-based servers which increase resilience.</p> <p>NFRS has an operational response degradation policy that can be initiated to meet shortfalls if appliances are not available.</p> <p>Head of Procurement and Resources continues to monitor the impact of global supply chain issues.</p> <p>As vehicles and some equipment, notably Light Portable Pumps, are defected it becomes increasingly challenging to ensure a suitable flow of spare parts. The number of LPP failures is reaching a critical point and is managed on a day-to-day basis. Lead time on some parts is around 100 weeks. The equipment team is making every effort to salvage parts from existing stock.</p>	<p>Tri-Service partners continue to work with Systel to maintain availability of Control Room solution.</p> <p>Resilience is a core element of the RMS programme</p> <p>BCMG and SLT members continue to monitor potential supply chain issues caused by Exit from the EU and the conflict in Ukraine.</p> <p>The procurement of 17 new appliances will significantly alleviate this issue as they will come with new LPPs and be more reliable. However, the first new appliance is due in Service by Apr 24 with the remaining 16 due in Service by Apr 25.</p> <p>The tender for 2 new ALPs closed in Apr 23, however the appointment of a build contractor remains undecided. Suppliers are still reporting chassis delivery lead times remain at 18 months. In service delivery time will now be mid 2025.</p>



Page 28	<p>BC options for ALP provision being looked into. Interim period will require a greater reliance on over border assistance. Regional agreement already in place.</p> <p>Professional advice from the Service's inhouse procurement team is being sought to identify options to access legal advice in the framework is not available for use.</p> <p>Appliance availability is monitored closely. WDS appliance availability is supported through the use of detachment between stations and 'short-crewing' which enables an On Call firefighter to volunteer for a WDS shift. On Call appliance availability is at 85.9% in 2023/24 which places NFRS fourth best in the country. The mobilisation of members of the On Call Support Team, the Alternatively Crewed Vehicle Policy and Dual Employment have had a significant positive impact on availability.</p>										
	Inherent Risk Score					Residual Risk Score					
	Likelihood	4	Impact	5	Total	20 (VH)	Likelihood	3	Impact	4	Total



Ref 15	Service Reputation	
CRMP: Strategic Goal 4: We will continue to support and develop our workforce and promote an inclusive Service, further supports the Service commitment to EDI.		
Risk Owner: Assistant Chief Fire Officer: Corporate Services		
Risk Description	Owner Assurance Commentary	Key Projects
The risk that public will lose confidence in their fire service through current national media reporting, HMICFRS findings and the LFB Cultural review.	HMICFRS reported the service as Good for its People Pillar and in each of the four diagnostic areas within the People area.	Ongoing communication and engagement plan that includes CFO direct communications, SLT visits, effective use of technology to publish key decision minutes.
Risk the Service becomes involved in a case which makes local/national headlines	HR case investigation undertaken in line with guidelines.	Futures 25 improvement programme has integrated culture, edi and leadership into the change programme to ensure co-ordination and resourcing of activities to support cultural improvement.
Page 57	General awareness and role specific training delivered to all staff groups on various EDI topics	EDI action plan Ongoing development of staff networks Development of open seat principle at SLT meetings Diverse representation of staff and partners at promotion panels Ongoing adoption of national Code of Ethics EDI training plan across 2023/24 Staff Survey Further development of advisory committees The embedding of EDI strands across operational training courses, exercises and the initial firefighter trainee course

Inherent Risk Score					Residual Risk Score						
Likelihood	3	Impact	5	Total	15 (H)	Likelihood	3	Impact	4	Total	12 (H)

Document Control

Title	Corporate Risk Register
Person responsible	Area Manager Risk and Assurance
Date last updated	March 2024
Status	Released- live document. Fire Authority reporting- 6 monthly (unless escalated by request)

Revision Record

Summary of changes	
Full review of document in line with FA reporting. Review of each risk area by risk lead. Update made and risk ratings reviewed. Scrutiny at CRMP 27 th Feb 2024 for endorsement pre FA reporting.	Feb 2024
Full review of document and reference at CRMP AB in preparation for FA reporting.	26/09/2023
Full review of risks 1 and 2 by risk owner. Risk rating reduced from VH to H	24/09/2023
Risk 3 review by risk owner. Updates added- remains at VH	20/09/2023
Risk 4 & 6 – addition of ‘Resourcing to Risk’ project implications and mitigations this presents	07/06/2023
Recommendation presented to FA (31 st March 2023) all agreed. Risk 8 ESN, Risk 11 Legal Knowledge, risk 12 Programme Governance, and risk 13 Environmental now removed.	01/04/2023
Full annual ‘deep dive’ review of document. Notably a number of risk areas linked to IA updated to reflect that industrial action is no longer a foreseeable risk. Risk 14- Service reputation. New risk added to reflect national position on fire service culture. Update report to summarise changes given to Finance and Resource Committee. Change submitted to Finance and Resources Committee 31 th March 2023	13/03/2023
Risk 3- Risk elevated to very high. This is due to the alignment of risk with the Fire Control Tri-Services Risk Register and the increasing likelihood of industrial action.	23/11/2022

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Risk 1 – Risk escalated due to ongoing uncertainty around pay award, inflation and national funding impacting on ability of service to set a balanced budget. Risk 4 – Remove specific reference to JHQ. Updated and risk level escalated due to increased likelihood of industrial action due to national issues. Risk 5 – Escalated due to deficiencies within both green and grey book roles. Risk 7 – Key projects updated to include recruitment and retention project.	28/09/2022
Risk 4 – Risk level escalated due to increased likelihood of industrial action due to national issues. Risk 5 – Risk level escalated due to loss of key green book posts impacting on statutory functions. Risk 10 – Use of vehicles on authority business – removed following April 2022 F&R Committee Risk 12 – Key projects updated to include link between CRR and internal audit programme Risk 14 – Covid 19 – Removed following April 2022 F&R Committee	05/07/2022
Updated layout. Risk 1 & 2 - Finance: Inherent risk amendment – Risk Description/ commentary updated. Risk 3 – Residual risk reduced due to effectiveness of mitigation in place. Risk 4 – Residual risk increased to reflect impact of pension remedy Risk 6 - Update to reflect new CFRMIS modules and the external assurance on assessments. Risk 10 – Removed due to reduction in inherent risk score. Risk 14 – Removed due to reduction in inherent risk score.	01/04/2022
Risk 4 – Updated to reflect new employee network structure & Industrial Action planning and exercise. Risk 5 – Updated to reflect loss of key support roles. Risk 6 – Updated to reflect recovery from Covid-19 Risk 7 – Updated to reflect implementation of NOG & outcomes of MDT programme of works Risk 9 – Updated to reflect potential supply chain disruption due to external factors. Risk 11 – Updated following recruitment of Business Continuity/Emergency Planning Officer Risk 13 – Updated to reflect foam discharge work complete.	24/09/2021
Risk 7 – Updated to reflect position with access to risk information via MDT's (Leila Henry)	24/05/2021
Risk 1 – general update to take account of changing financial environment	03/03/2021
Risk 2 – Update to Pensions risk due to McCloud remedy developments	03/01/2021
Routine Review of Corporate Risk Register	01/03/2021
Risk 14 – New risk created related to Covid-19 response and recovery to encompass implications and actions	04/06/2020
Risk 6 – updated for impact of Covid-19	21/05/2020
Risk 1 – Updated for impact of Covid 19	07/05/2020

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Risk 10 – Insertion of installation of hands free Airwave radio kits into key projects	21/04/2020
Risk 2 New Risk. Firefighter's Pension Scheme – impact of McCloud remedy. Renumbering Was Risk 2 now Risk 3, was Risk 3 now Risk 4, was Risk 4 now Risk 5, was Risk 5 now Risk 6, was Risk 6 now Risk 7, was Risk 7 now Risk 8.	13/03/2020
Risk 8 reviewed by Head of Digital Transformation.	31/01/2020
Renumbering Was Risk 9 now Risk 7, was Risk 10 now Risk 8, was Risk 11 now Risk 9, was Risk 12 now Risk 10, was Risk 13 now Risk 11, was Risk 14 now Risk 12.	28/01/2020
Risk 8 Closed. Review of the risk rating to an acceptable level – Medium. No longer presents a high risk to the Service	28/01/2020
Risk 7 Closed. 92% of actions closed on the Working at Height Action Plan. Risk Reduced to acceptable level.	28/01/2020
Risk 3 Insert Risk Outcomes of Firefighter pension tribunal and implications for NFRS e.g. Pensions Administrator provisions. Key Project – Upcoming positive action new project for 2020/21. L&D Assurance function in place with Service Delivery.	28/01/2020
Risk 1 Control Business planning process identifies impact of savings on Services Key project insertion Transformation and efficiency strategy under development.	28/01/2020
Risk 2 Removed Joint Fire Control project. Now complete as of July 2019. The project is now live business as usual. New Control Tri-Service operational board attended by AM response to represent NFRS interests.	28/01/2020
Risk 9 & 10 moved to DCFO to reflect organisational responsibilities. All risks renumbered in a sequential order.	26/09/2019
Risk 5 – iMatch Software implementation complete as of 05/06/18- update Narrative updated on each by Risk Owners Head of Finance 23/07/2019, Deputy Chief Fire Officer 12/08/2019 Assistant Chief Officer 30/07/2019	20/08/2019
Risk 4 – Key project ownership amended from AM Delivery to AM Response	17/06/2019
Risk 4 – insert RedKite PDS audit. Remove risk relating to implementation of new crewing structures. Insert risk relating to management of dual contract hours Risk 2 – insert risk associated with Joint Fire Control project	18/02/2019
Risk 1 – general update to take account of changing financial environment	03/03
Risk 4 & 6 – addition of 'Resourcing to Risk' project implications and mitigations this presents	07/06/2023
Risk 4 & 6 – updated information for mitigations	14/09/2023