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

CORPORATE RISK MANAGEMENT INCLUDING MANAGEMENT OF OCCUPATIONAL ROAD RISK

Report of the Chief Fire Officer

Date: 26 March 2021

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 note:

- The most recent version of the Corporate Risk Register and the work ongoing to mitigate the risk to the Authority.

- The circa £50K savings achieved during the insurance tender renewal process, with new insurances due to commence from April 2021.

CONTACT OFFICER	
Name:	John Buckley, Chief Fire Officer
Tel:	0115 967 0880
Email:	john.buckley@notts-fire.gov.uk
Media Enquiries Contact:	Corporate Communications Team (0115) 967 0880 corporatecomms@notts-fire.gov.uk

1. BACKGROUND

1.1 The Authority has a robust risk management process which enables the consideration of key external and internal risks as part of the management decision-making process.

1.2 By establishing a systematic approach to identifying, assessing and managing risk, Nottinghamshire Fire and Rescue Service (NFRS) intends to continually improve the Authority's governance, increase accountability and enhance overall performance.

1.3 This report provides Members with an oversight of the corporate risk management process and the key risks to which the Authority is exposed.

1.4 The Authority's Corporate Risk Register details those risks that are significant enough to warrant management 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.

1.5 The arrangements in place for Management of Occupational Road Risk (MORR) have previously been reported separately to Finance and Resources Committee. This information has now been consolidated into this Corporate Risk Management report.

2. REPORT

2.1 The Authority's current Corporate Risk Register is attached at Appendix A.

2.2 The risks contained within this register are those that the Service has identified as being the most significant in terms of impacting on the Service priorities. Members will note the activities in place and planned to mitigate those risks.

2.3 Due to interim governance arrangements implemented as a consequence of Covid-19, the Corporate Risk Register was last reported to the Finance and Resources Committee in October 2019. Throughout this period the Corporate Risk Register has remained under review by the Strategic Leadership Team.

2.4 Covid-19 continues to pose a significant risk to the Authority, and a new risk has been created (Ref 14) to encompass the implications and key workstreams that are ongoing to mitigate the impacts that Covid-19 has had and will continue to have on the Service.

2.5 In addition, risk number 1 (ability to set a balanced budget) has been updated to reflect the risk that Covid poses to the Service. Financial risks associated with reduced council tax and business rates collection rates, coupled with increased expenditure due to Covid-19 have been mitigated to a large extent by supplementary Central Government funding. The Service has used the

funding to good effect to support additional voluntary activities including vaccination and mass testing provision in communities. However, future funding levels remain at risk and changes will be addressed in the Medium Term Financial Strategy going forward.

2.6   Risk 2 has been updated to reflect the current uncertain position relating to the pension remedy for the firefighter pension scheme (McCloud).

2.7   Risk 6 (preventable deaths) has also been updated due to Covid-19 to reflect the implications associated with a reduced number of Fire Prevention activities that have been undertaken for the period March – date. It is important to note however that the triage system in place for safe and well visits and post incident community engagement ensures that those at highest risk from fire continue to receive proactive fire safety interventions as normal.

2.8   The Service continues to monitor the impacts of the EU Exit from the European Union in conjunction with Local Resilience Partners, however to date there has been little impact observed.

2.9   The Service continues to prioritise delivery against planned recruitment and training timetables to ensure sufficient staff numbers within the operational workforce. Recruitment and training practices are being delivered in a Covid-secure manner to enable this to happen.

2.10   Covid-19 has robustly tested business continuity and resilience arrangements across the Service. Learning from the HMICFRS Covid inspection which was conducted in October 2020 helped to identify good practice in place, and improvements that can be made to the Service's business continuity planning arrangements. Increasing resilience mitigates a range of risks identified on the corporate risk register including those related to Mobilising (Ref 3), Availability or resources (Ref 9) and Covid-19 (Ref 14).

2.11   During the Financial year 2021-22 the Authority insurance provision has been re-tendered, with new insurances due to start from 1 April 2021. Despite a hardening of the insurance market it is positive that the tendering process has resulted in a £50K saving based on the previous financial year. These savings were mainly attributable to reductions in casualty and motor premiums as a consequence of improved risk management practices and an improvement in claims history.

2.12   Work has continued since the last reporting period on the management of occupational road risk (Ref 10). Initiatives have included enhanced vehicle collision investigation arrangements and the implementation of e-learning encompassing hazard perception and awareness for drivers.

2.13   Covid-19 restrictions have resulted in the delay to some planned initiatives including 'Road Risk Roadshows' delivered by the Service Driver Trainers. The Service has also finalised the road risk reduction action plan in conjunction with the Service Insurers for 2021/22 which maintains the focus on driver behaviours and education.

2.14 For the period January to December 2020 a total of 44 vehicle collisions were reported. This is a reduction of 20% on the previous total of 55 collisions for the same period in 2019.

3. FINANCIAL IMPLICATIONS

3.1 A total of £1.058m funding has been received from Central Government as part of the Covid-19 grant funding.

3.2 The minimum level of General Fund reserves is reviewed each year and set according to the perceived financial risk. For 2021/22 the minimum level was increased from £3.9m to £4.5m to reflect the current increased financial risks. General Fund reserves are expected to be £5.6m at 31 March 2021.

3.3 Savings of circa £50K have been achieved through retendering of the Authority insurances. The savings are mainly attributable to reductions in casualty and motor premiums as a consequence of improved risk management practices and an improvement in claims history.

4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS

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

5. EQUALITIES IMPLICATIONS

5.1 An equality impact assessment (EIA) has not been undertaken because this report consolidates existing work streams that may themselves be subject to an EIA.

5.2 There are a range of risks identified on the Corporate Risk Register which are mitigated by workstreams relating to equality and inclusion including employee engagement, workforce sustainability and preventable deaths.

5.3 Equality and Inclusion workstreams identified on the Corporate Risk Register include the following:

- Engagement with Equalities Steering Group and the Employee Engagement Network;
- Recruitment practices and occupational health and wellbeing interventions that proactively drive the equality and inclusion agenda at NFRS;
- Proactive targeting of prevention activities at those communities and individuals most at risk of harm from fire and other risk factors.

These are discussed in more detail in the Service's People Strategy, Workforce Plan and Community Safety Strategy.

6. CRIME AND DISORDER IMPLICATIONS

There are no crime and disorder implications arising from this report.

7. LEGAL IMPLICATIONS

There are no legal implications arising from this report.

8. RISK MANAGEMENT IMPLICATIONS

The failure of the Authority to effectively manage the risks to which it is exposed poses a risk, 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.

9. COLLABORATION IMPLICATIONS

There are no collaboration implications arising from this report.

10. RECOMMENDATIONS

It is recommended that Members note:

10.1 The most recent version of the Corporate Risk Register and the work ongoing to mitigate the risk to the Authority.

10.2 The circa £50K savings achieved during the insurance tender renewal process, with new insurances due to commence from April 2021.

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

None.

John Buckley
CHIEF FIRE OFFICER

Risk Register

March 2021

'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'.

Document Control

Title	**Corporate Risk Register.**
Person responsible	**Risk and Assurance Manager**
Date late updated	**01/03/2021**
Status	**released**
Location	https://nottsfire.sharepoint.com/sites/service-assurance/SitePages/Risk-Management-and-Insurance.aspx

Revision Record

Summary of changes	Date of change
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
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

Corporate Risk Register

	Risk Owner: Head of Finance (on behalf of the CFO)									
Ref	Risk Title	Risk Description	L	I	Score	Owner Assurance Commentary	L	I	Score	Key Projects
1	Inability to set a balanced budget and to contain spending within existing budgets	Medium term risk of not being able to set a balanced budget as part of the budget setting process. Financial impact of Covid19 – reduced income levels both in 2021/22 and future years due to impact on national and local economy and particularly on Business Rate and Council tax collection funds. General reliance on Section 31 grant in 2021/22 budget (including Firefighter Pension Grant) Ongoing Cost uncertainties due to Brexit . Unforeseen increases in costs. Poor budget management results in significant overspend or underspend.	4	3	12 H	Medium term financial strategy; Budget monitoring reported regularly to SLT and Finance and Resources Committee. Reserves Strategy approved by Fire Authority in November 2020. Reserves contain elements to cover key risk areas and unexpected expenditure and overspends. Internal audit of financial management including budgetary control. Rigorous budget monitoring procedures in place. Business Planning process identifies impact of savings on Services. Transformation and Efficiency Strategy approved by Fire Authority on 28 February 2020. £1.057m grant received to cover impact of Covid 19 in 2020/21	3	3	9 H	Additional funding from Government to support Covid costs and immediate impact on Collection Funds Future budgets dependent on IRMP and Fire Cover Review. Comprehensive Spending Review Implementation of McCloud remedy (see Risk 2)

2	Firefighter's Pension Scheme – impact of McCloud remedy and other ongoing legal cases.	Lack of national clarity and guidance making implementation very difficult. Immediate Detriment cases may have to be addressed before national guidance is available and new legislation approved. Increased complexity and additional associated workload for NFRS staff and pension administration will have impact on ability to provide a timely and accurate pension administration service. Increased risk of legal claims against NFRS. The costs of implementing the remedy are likely to be significant and some of these are expected to fall to individual Fire Authorities.	5	4	20VH	This is a national issue with the Fire Service being led by the Local Government Association (LGA). The complexities of the remedy increase the likelihood of a national skills shortage in this area. Appointment of new Pension Scheme Administrators – West Yorkshire Pension Fund (WYPF). WYPF provide services to 19 Fire Services and have significant specialist knowledge which NFRS has access to. Purchasing of additional shared pension expertise with Leicestershire and Derbyshire Fire Services	4	4	16 VH	Implementation of McCloud remedy. Appointment of new firefighter pension fund administrators. Monitoring of situation by Scheme Manager and Local Pension Board. Regular updates to Fire Authority. Involvement of Head of Finance and scheme administrators at national level.

Risk Owner: Deputy Chief Fire Officer										
Ref	Risk Title	Risk Description	L	I	Score	Owner Assurance Commentary	L	I	Score	Key Projects
3	Mobilising	Service is unable to receive and act on emergency calls in contradiction of statutory duty Joint Fire Control project has the potential to create risk associated with mobilisation that requires management via governance and contract monitoring arrangements.	4	5	20 VH	Tri-Service 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. Some additional assurance is required from the Tri-Service Control Manager that effective 'fall back' business continuity arrangements are in place and exercised between the new Joint control room and Leicestershire FRS. The robustness and resilience of communications equipment between control rooms, stations and appliances must be maintained. Joint Control SLA in place. Joint Control currently exceeding agreed performance indicators. Additional resources agreed to support Joint Control, as part of the first 12month of transition.	4	4	16 VH	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. Familiarity and BCP confidence has developed within control rooms, continual support and communication to be provided to control staff. Testing and exercising schedule now in place. The review of resilience crewing arrangements is ongoing. This links to Joint Fire Control Risk Register.

Ref	Risk Title	Risk Description	L	I	Score	Owner Assurance Commentary	L	I	Score	Key Projects
4	Employee engagement	Negative employee relations 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. National negotiations relating to pay and broadening the role of Firefighters present a risk of industrial relations tension and action which is beyond the control of NFRS. Outcomes of Firefighter pension tribunal and implications for NFRS e.g. pensions administrator provisions Potential for national dispute arising from national pay and conditions negotiations during 2021/22	3	5	15 VH	SLT champion positive engagement with staff and representative bodies. Engagement through Panels with the JCNP arrangements. Organisational Development and Communications strategy focus upon staff engagement. This is particularly important in relation to the relocation to a joint HQ with the Police. Continual dialogue with the representative bodies to deescalate any local issues. Maintain overview of national pension remedy outcomes and LGA guidance	2	4	8H	Open communications including effective use of technology to publish key decision minutes. Ensure engagement with EEN and other employee forums Review of Inclusion groups e.g. ESG/EEN undertaken to ensure it is fit for purpose complete as of Jan 2020. Ensure adequate resourcing to comply with national requirements 2 yearly employee survey to identify areas for improvement and address via action plan. Employee engagement forms part of the workstream for the JHQ project. Plan for potential industrial action – specifically action short of strike.

Ref	Risk Title	Risk Description	L	I	Score	Owner Assurance Commentary	L	I	Score	Key Projects
5	Workforce sustainability	Inability to maintain sufficient or adequate workforce to meet service requirements, competency of staff, loss of corporate memory and business continuity issues	4	4	**16 VH**	Annual workforce plan, provides an overview of workforce projections and identifies key priority areas. L&D ensures delivery of effective acquisition and revalidation of operational training against national standards. Leadership and management framework e.g. ILM (Inc. Coaching and mentoring). L&D and Service Delivery in process of reviewing core competency requirements and recording. Service Delivery functional matrix in place to provide focus upon People elements. Amalgamation of L&D, Risk and assurance with additional AM capacity. Managers complete business impact analysis to inform issues in BCM plans. Monthly ridership meetings to consider deployment of resources by Area Manager (Response) to maintain appliance availability. Management of ill health and absence levels to ensure optimum attendance levels. 3-year training plan has been developed integrating revalidation of all operational core competencies.	4	3	**12 VH**	Monitoring of workforce numbers, gaps and new skills requirements via SLT. Monitoring of Redkite audit actions by SLT. Report into future of competence recording systems in progress. Development of BCM test and exercise programme coordinated by Risk and Assurance Team. L&D assurance function in place with Service Delivery. Whotetime recruitment process completed for 2020/21 – 28 new appointments. Next recruitment campaign planned for 2022. Occupational Health interventions. Wellbeing Strategy to promote healthy lifestyles and reduce risk of long term ill health. Focus on

	Potential Risk have been identified as to the resilience of WDS rostering arrangements due to supplier/ client relationship.			Current WDS rostering arrangements that support management of the CA are delivered by RosterMagic. RosterMagic. Rostering enables the Service to determine the efficient and effective use of resources, ensure that sufficient Firefighters are on duty to provide the required levels of service.			mental heath in 2020-22.

An outline business case was presented to SLT in early 2020 which identified both the need and benefits of a new rostering system. The project is one of the year three strategic priorities for 21-22. |

Ref	Risk Title	Risk Description	L	I	Score	Owner Assurance Commentary	L	I	Score	Key Projects
6	Preventable deaths	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	4	5	20 VH	Strategic plan purpose for Creating Safer Communities now in place. Prevention and Protection strategy and local/district business plans within Service Delivery. District profiles that inform Service activity. Partnership working with other agencies to identify and target interventions at high risk individuals and premises/sites. NFCC national campaign support locally. Fire investigations to identify learning. Serious fire incident review panel in place to review incidents and Service actions. Information sharing across Service departments to learn from events. Development within the continuous improvement project for target setting and learning. Engaged in Nottinghamshire Road Safety Partnership meetings to coordinate road safety initiatives. Prevention & Protection activities are evaluated and quality assured. These processes are reported and monitored through the quarterly evaluation and assurance board. Engagement of Occupational Therapist to ensure effective engagement with most vulnerable and referrals to partners Increase in productivity relating to SWVs and Audits – detailed within Strategy. Attendance and information sharing at MASH and City Social Care teams.	2	5	10 VH	iMatch Software installation complete and in use. Data led Safe and Well now in use to target resources to risk. Adult Social Care and Exeter database. Partnership mapping review in progress. Upgrade of CFRMIS system 6.3 with better functionality for users. Communications steering group to raise profile incl. e.g. vehicle wrapping for key messages/ accessibility of services/ inclusion and marketing Further referrer training for partners and other agencies to ensure effective referral of vulnerable people - Development of online referral pathways for prevention and

| | | | | | | | April 2020 BCM Update – current number of referrals is reduced from partner agencies. Response to referrals has been amended to focus on only 'high' and 'very high-risk' individuals due to BCM processes. This presents a greater risk than usual for the eventuality of a preventable death occurring. QA and evaluation processes in place to assure this work.
 RBIP audits have been replaced with table-top audits in line with NFCC guidance. This presents a greater risk of preventable deaths occurring however is mitigated, in some part, by the continuing work in this area, remotely, and additional resources being directed to JaIT work in Nottingham City. | | | | protection concerns from partners & public.

 Review of Safe & Well questions to ensure effective delivery

 Review of RBIP to ensure proper assessment of risk in the County.

 Evaluation of CHARLIE profile to ensure continued relevance. |

Ref	Risk Title	Risk Description	L	I	Score	Owner Assurance Commentary	L	I	Score	Key Projects
7	Health, Safety, and Welfare	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	4	5	20 VH	The existence of the safety management system and availability of 'competent persons' to advise the Service of its duties. Risk information gathering process provides a structured methodology for assessing the risk from hazards associated with specific operational sites. Risk and Assurance Team facilitates learning from operational incidents operational de-briefs feeding in to Operational Learning Board. Service learning from major events affecting FRSs via NOL/JOL to Service Health, Safety and Welfare Committee Health and Safety and role specific training ensures competence of employees Organisational Learning Policy in place including the EP1 process. Creation of Operational Learning Board meeting to ensure strategic oversight and learning from incidents	3	5	15 VH	Co-ordinated risk management approach being adopted to address NOG and training involving peer FRSs to address interoperability and achieve efficiencies available form joint work. Ongoing review of the SMS to refresh and communicate across the organisation. Communications plan to promote SMS. 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..

| | | | | | | | | | Integration of NOG into the operational workforce during 2020/21

Roll out of station based audit programme led by Response, with Risk Assurance attending audits.

Roll out of performance framework

Implementation of an Operational Learning Board to integrate learning into operational training guidance and practice |
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Risk Owner: Assistant Chief Officer										
Ref	Risk Title	Risk Description	L	I	Score	Owner Assurance Commentary	L	I	Score	Key Projects
8	Emergency Services Network	The risk that lack of robust operational communications will affect the delivery of public services during the transition to ESN	4	5	20 VH	Nationally agreed programme funded by government. Airwave remains in place until successful transition has been achieved. Internal project team established. DCFO East Midlands SRO with Regional Fire Board in place. Regular assessment and reporting to the CFA on future implications.	3	5	15 VH	Greater collaboration to assure transition and long-term capability management, seeking multi service support and reduce duplication in activity. ESN action plan to deliver a more robust and secure infrastructure
9	Availability of resources	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	3	5	15 VH	Business continuity plans are in place. Service has attained the National Cyber Security Centre (NCSC) Cyber Essentials PLUS standard on its corporate infrastructure. Competent managers. Property Strategy. Transport Strategy. NFRS have a vehicle degradation policy that can be initiated to meet the possible shortfall if appliances that are not available for operational deployment. Service policy framework for employees. ICT Strategy, policies & procedures	3	4	12 VH	BCM plans to be reviewed, with testing and exercising on a programmed, auditable basis. Tri-Service partners continue to work with Systel to maintain availability of Control Room solution. Upgrade of Control Room solution as part of the ESN project to ensure LFRS and DFRS are ability to retain Airwave CoCo.

Ref	Risk Title	Risk Description	L	I	Score	Owner Assurance Commentary	L	I	Score	Key Projects
10	The use of vehicles on Authority business	The risk of accidents or other events arising from driving-related activity or a shortfall in driving standards. The impact of vehicle accidents or other events on insurance premiums and retained loss costs	4	5	20 VH	Management of Road Risk action plan progress reported to SHSWC and Finance & Resources Committee. External Fleet Risk Review completed by insurers Recommendations feed into Road Risk Action Plan. Performance monitoring via SHSWC and line managers. Improvement of vehicle collision investigations to maximise organisational learning and improved management of risk. Greater engagement by line managers over standards and expectations in the workplace for driving-related activities. Wider publication of event information across the Service to highlight the implications of failures in management systems and workplace practices Driver training (quality framework) by L&D function. Insurance cover to mitigate financial losses. Driving Policies in place. The introduction of in-vehicle driving performance monitoring.	4	5	20 VH	Integration of driver behaviour training elements into acquisition and revalidation courses delivered through driver training school Delivery of watch based training on a trial basis covering roles and responsibilities for managers, drivers and crew members. Full evaluation to be conducted to assess effectiveness before rolling out. Installation of hands free kits for Airwave radios in Officer cars

Ref	Risk Title	Risk Description	L	I	Score	Owner Assurance Control	L	I	Score	Key Projects
11	Legal knowledge	The risk that the Service will make decisions without full understanding of legal implications	4	5	20 VH	Risk and Assurance coordinates the identification of vulnerabilities through the risk management process with departmental leads with support from Contractor. Embed the local code of governance into daily decision making and practice. Formally identify subject matter experts in the organisation and ensure they are enabled to maintain CPD Key roles maintain subject matter expertise/CPD to mitigate risk. Use of external professionals to support the Service on compliance in areas not covered by in-house expertise (East-Midlands LawShare)	2	5	10H	Recruit to BCM/ Emergency Planning Officer role has been completed with the new Business Continuity and Emergency Planner due to start April 2021.

Ref	Risk Title	Risk Description	L	I	Score	Owner Assurance Control	L	I	Score	Key Projects
12	Programme governance	The risk that the Service fails to effectively prioritise and resource programmes and projects, resulting in acute capacity issues and potential financial strain	5	4	20 VH	Business case process requires authorisation of Strategic Leadership Team as appropriate, who have knowledge of competing demands and priorities. Approved programmes and projects managed through project and programme management framework through SLT governance model. Business planning process in place to ensure clear link between Strategic Plan objectives and the Departmental Business Plan priorities. The Service Project Manager reports on project and programme status to the Strategic Leadership Team monthly.	2	4	8H	A new approach to the IRMP process has been approved by the Strategic Leadership Team, is being developed across 2021 and is being implemented in 2022. This incorporates a review of the Service's Business Operating Model and will embed performance management against Strategic KPIs

Ref No.	Risk Title	Risk Description	L	I	Score	Owner Assurance Commentary	L	I	Score	Key Projects
13	Environmental impact	The risk that the Service will fail to comply with its environmental duties resulting in the potential for enforcement action. Failure to consider environmental factors when making other business decisions may result in missed opportunities for reducing waste and emissions and purchasing environmentally superior assets or consumables that may deliver financial savings	3	5	15 VH	Property Strategy – Energy saving, and generation considered as part of new build/refurbishment projects. Access to competent environmental advice. Environmental Strategy signed off September 2016. Procurement process considers 'whole life' implications of equipment and other products bought into service. When procuring services, tender requirements include assessment of environmental management of the service. Collaborative working with the Environment Agency and partners at operational incidents.	2	5	10H	Develop environmental performance improvement targets. Develop environmental reporting to all levels of the Service, SLT and the CFA to allow transparency and scrutiny. HSE Advisor / Estates working with Severn Trent water reference run off and drains. Review and update of Environmental impacts. New build construction projects include JHQ, Worksop and Eastwood Fire stations include environmental sustainability as part of design. Procurement of specialist vehicles, pumping appliances and light fleet include consideration of environmental impact as part of vehicle design/selection.

Ref No.	Risk Title	Risk Description	L	I	Score	Owner Assurance Commentary	L	I	Score	Key Projects
14	Covid-19 Response and Recovery	The risk that Covid-19 will impact on internal factors which will affect the delivery of core business and development activities. Potential impact of Covid-19 on communities impacting on demands for prevention, protection and response activities. Impacts of Covid-19 on wider external factors which may have a detrimental impact on the Service over the medium to long term.	5	5	25 (VH)	Strategic, Tactical and Departmental business continuity management (BCM) plans in place and reviewed in full January/ February 2021. National and sector specific guidance in place. BCM governance structure enables effective response to BCM events. Communications arrangements including crisis communications plan to ensure effective communication with both internal and external stakeholders. Lessons learned log to enable opportunities to be identified as part of Covid-19 recovery.	5	4	20 (VH)	Governance structures and information flows to be kept under review to ensure effective over the medium term. Organisational level debrief completed in January 2021 as part of Covid-19 recovery to ensure lessons learned are captured and organisational learning implemented as part of continuous improvement. Monitoring of resources allocated to Covid-19 response and recovery and impact assessment on BAU and development activities required to achieve Y3 corporate plan and Departmental Business Plans. Recovery from Covid-19 included as Year 3 strategic priority.

Risk Scoring Matrix